United Nations A/70/348/Add.5

General Assembly

Distr.: General
14 October 2015

Original: English

Seventieth session
Agenda item 134
Proposed programme budget for the biennium 2016-2017

Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission for Iraq for the period from 1 January to 31 December 2016, totalling $120,096,700 (net of staff assessment).

15-17867 (E) 041115

Please recycle

Contents

		Page
I.	Background and overview of the Mission and its future role	3
II.	Mission mandate and planned results	12
III.	Resource requirements	23
	A. Substantive offices	27
	B. Mission Support	46
IV.	Analysis of resource requirements	65
	A. Military and police personnel	66
	B. Civilian personnel	67
	C. Operational costs	68
V.	Status of the planned renovation project for an integrated headquarters compound in Baghdad	75
Annexes		
I.	Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions	76
II.	Organization charts for 2016	77

I. Background and overview of the Mission and its future role

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist the country in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, by its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the fulfilment of his mandate. The mandate of UNAMI was updated and expanded by the Council by its resolutions 1770 (2007) and 2107 (2013), and renewed by its resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011), 2061 (2012), 2110 (2013) and 2169 (2014). In 2015 the Council adopted its resolution 2233 (2015), in which it renewed the mandate from 1 August 2015 to 31 July 2016.

2. The current mandate of UNAMI encompasses, at the request of the Government of Iraq, a number of key areas, including providing advice, support and assistance to the Government and the people of Iraq in advancing inclusive political dialogue and national reconciliation; providing assistance in the electoral process; facilitating regional dialogue between Iraq and its neighbours; promoting the protection of human rights and judicial and legal reform; and promoting coordination and enhancing delivery in the humanitarian and development areas.

3. The outlook for Iraq for 2016 is likely to remain unpredictable, marred by an ongoing security and humanitarian crisis and the lack of meaningful political dialogue between elements in Iraq, which hinders the prospects of unity and national reconciliation for the country. Despite the gains made by the Iraqi armed forces, the capability of the Islamic State in Iraq and the Levant (ISIL) to terrorize and violate the norms of humanity continues to pose a grave threat to Iraq and to the broader region. Moreover, despite political consensus reached on the establishment of the new Government of Iraq and the adoption of Iraq's federal budget for 2015, which was a significant achievement in and of itself, the political, security and economic ramifications of the armed conflict will continue to be felt in 2016. In addition, spillover from the continuing conflict in the Syrian Arab Republic will likely continue to have an impact on ethno-sectarian relations and security in Iraq, on the humanitarian plight of refugees and on the protection of civilians and the respect for their human rights.

4. Notwithstanding the progress made in the formation of the new Government, political differences remain about critical outstanding issues. The security crisis has also affected the relationship between the Government of Iraq and the Kurdistan regional government, as disagreements remain over the control of oil-rich disputed internal boundary areas, including Kirkuk. While the agreement signed on 2 December 2014 has demonstrated the willingness of the Government of Iraq and the Kurdistan regional government to commit to dialogue and act in the spirit of unity, both sides should commit to the implementation of a comprehensive, fair and constitutional solution to all outstanding issues, including the enactment of oil and gas, and revenue-sharing legislation, and to the further strengthening of their cooperation and coordination in the joint fight against ISIL.

5. The deteriorating security and political environment will continue to remain volatile and consistently changing, and affect the protection and respect of human rights. The trends experienced in past years would thus continue, with rising civilian

casualties, decreasing respect for the rule of law, corruption and negative impacts on economic and social development, in particular on the most vulnerable and marginalized sectors of society. With the higher profile of the United Nations, associated with its humanitarian assistance efforts, threats faced by United Nations staff are expected to remain significant in 2016.

6. In the view of the majority of Iraqi political forces and different segments, UNAMI and the United Nations in general remain a trusted partner and intermediary owing to their generally recognized impartiality and ability to engage. There is a call for more United Nations engagement, both with the broadest range of political and social forces and with the international community and countries of the region.

Cooperation with other entities, complementarities and synergies in substantive areas

7. Support provided by the integrated electoral assistance team has continued to be a true example of integration within the Mission. UNAMI, the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS) provided joint technical and policy advice to the Board of Commissioners of the Independent High Electoral Commission and its various departments in the areas of procurement, complex operational and logistical planning and implementation, logistics concerning the total recount of all polling station results, electoral systems and their implementation, electoral legal reform, support for political entities, results-based management, initial planning support for biometric voter registration, development of electoral procedures, electoral information technology utilities and electoral complaints adjudication.

8. The United Nations has been asked: to provide support for the Government's stabilization efforts in areas that have recently been retaken from ISIL control, including by conducting contingency planning, in particular through table-top exercises to increase awareness and capacity; to provide coordination with the Government's Joint Coordination and Monitoring Centre; and to identify first priorities through separate joint Government-United Nations humanitarian and development assessment missions. Such activities require cooperation with the country team, in particular UNDP, whose Funding Facility for Immediate Stabilization is used to fund aspects of the United Nations stabilization work, and the Office of the United Nations High Commissioner for Refugees (UNHCR), with regard to the impact of refugees and internally displaced persons.

9. The Mission collaborates with the United Nations Children's Fund (UNICEF) and other United Nations agencies on the monitoring and reporting mechanism regarding grave violations against children in armed conflict. The task force on children and armed conflict, co-chaired by UNAMI and UNICEF and comprising all relevant country team members, Mission components and civil society representatives, serves as the main forum to discuss such violations, identify new threats to children and coordinate the United Nations response to enhance the protection of children in armed conflict. The Mission also collaborates with UNICEF in providing support to the Government of Iraq to revive the establishment of a comprehensive child protection system, including through legislative reform, institutional reform and development, capacity-building and service delivery.

10. The Mission works with the Government and civil society representatives to advance women's rights in a context of violent extremism and deterioration of the lives of ordinary Iraqi women. The Mission collaborates with the United Nations country team and, in particular, with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to provide support for the advancement of the special emergency plan on the implementation of Security Council resolution 1325 (2000), as endorsed by the Council of Ministers in May 2015. The integrated gender task force, chaired by UN-Women, will continue to work as a forum for advocacy, focused on consistent action, targeted resource mobilization and gender-related aspects of the United Nations Development Assistance Framework and resolution 1325 (2000).

Cost-sharing initiatives and collaboration in support areas

11. Cost-sharing initiatives for the Integrated Coordination Office for Development and Humanitarian Affairs relate to the co-funding of three positions (1 D-1, 1 P-2, 1 National Professional Officer). Such co-funding has enabled closer integration and collaboration between UNAMI and the country team on the humanitarian and development aspects of the Mission's mandate.

12. Cost-sharing initiatives between UNAMI and the United Nations Assistance Mission in Afghanistan (UNAMA) continue under the Kuwait Joint Support Office for transactional aspects in the areas of finance and human resources. Since 2013, UNAMI and UNAMA have also been sharing conduct and discipline resources under one Chief, who is based in Kuwait and provides support to the two Missions.

13. UNAMI and the country team continue cost-sharing security arrangements in Iraq, as prescribed by the Inter-Agency Security Management Network. On the basis of staffing levels, UNAMI meets 51 per cent of the costs involved, while the country team meets the rest. The total of the cost-sharing elements, however, represents 10 per cent of the total UNAMI security budget.

Performance information for 2015

14. Following the National Political Agreement of 2014 and the formation of the Government of National Unity, at the request of the Government of Iraq, the Mission stepped up its efforts during 2015 to facilitate the process of inclusive political dialogue and national reconciliation. In line with the Mission's good offices role, senior mission leadership held extensive meetings with various Iraqi political stakeholders to build consensus on positions for the national reconciliation process. Furthermore, the Mission facilitated an exchange of views between political blocs in order to boost support for the Government of National Unity and held extensive consultations to enable the speedy passage of priority legislation identified in the National Political Agreement, while also engaging with Iraqi Sunni leaders based outside the country to encourage them to join the political process. In addition, the Mission's engagement with minority communities enabled representation of their concerns in the national dialogue and its good offices contributed towards improved Baghdad-Erbil relations following the December 2014 agreement on oil and revenue sharing. Finally, with regard to liaising with Member States, regular briefings were held for the diplomatic corps in Baghdad.

15. Regional dialogue was promoted through a number of visits and meetings of the Special Representative with senior leaders from the Islamic Republic of Iran,

Kuwait, Qatar, Saudi Arabia, Turkey and the United Arab Emirates, during which the Mission encouraged support for the Government of National Unity in Baghdad, greater regional cooperation in confronting ISIL and full-fledged normalization of Iraq's relations with the countries of the Gulf Cooperation Council. Iraq-Kuwait relations continue to improve towards full normalization. The Mission also continued to carry out its responsibilities under Security Council resolution 2107 (2013) through continued engagement in advancing issues regarding missing Kuwaiti persons and property, and attended Iraqi interministerial committees and the Iraq-Kuwait joint committee on property, as well as the meetings of the Tripartite Commission and its Technical Subcommittee, led by the International Committee of the Red Cross in its capacity as observer.

16. Respect for and protection of human rights and strengthening the rule of law in Iraq have been at the forefront of major activities. However, the deterioration in the security environment throughout the country and the escalation of armed conflict from June 2014 necessitated a reorientation of activities on protection of civilians. From early February 2015, with areas of Diyala, Salah ad Din and Ninawa governorates retaken from ISIL, and areas in the south and south-central area stabilizing, the Mission began to reorient its activities to address human rights and rule of law-related issues that contribute to the conditions conducive to the spread of terrorism and armed conflict. Among these priorities were protection of civilians, respect for due process and fair trial standards in the administration of justice, protection of women and children from all forms of sexual, gender-based and conflict-related violence, protection and reintegration of minorities, and transitional justice/community reconciliation.

17. UNAMI continued to work with UNOPS in building the capacity of the national human rights institution. The Mission helped to establish the oversight committee of the ethnic and religious community representatives to develop the declaration of the rights of minorities and the road map on enhancing the protection of and respect for the rights of minorities into a comprehensive plan of legislative, policy and institutional reforms. Similarly, UNAMI held a joint conference with the Speaker of the Council of Representatives and major stakeholders to identify gaps in the criminal justice system and to obtain, in principle, agreement on a comprehensive package of legislative, policy and institutional reforms aimed at enhancing respect for due process and fair trial standards in the administration of justice. UNAMI also re-embarked on a programme of community reconciliation in partnership with major civil society stakeholders that had lapsed in June 2014. Subsequent to the round-table discussions on social cohesion, in November 2014, with Iraq's social and political leaders, and following on its recommendations, the Special Representative of the Secretary-General convened a series of round-table forums in a number of governorates with civil society stakeholders, community, tribal and religious leaders, and scholars on approaches to enhance social peace and national dialogue in Iraq. Two forums were conducted in Karbala and Basra on 25 January and 5 February 2015, respectively, where participants discussed issues related to national reconciliation and dialogue, and made recommendations to advance reconciliation efforts. In addition, UNAMI engaged religious and civil society actors in interfaith dialogue activities throughout the year by organizing discussions and visits to mutual places of worship. UNAMI continued to monitor and report on the impact of armed conflict on civilians and published three public reports highlighting violations and abuses committed by all parties to the ongoing

violence in Iraq. UNAMI also produced a package of legislative and policy reforms aimed at enhancing the protection of women and children from all forms of violence, including sexual, gender-based and conflict-related violence, and continued to work on its adoption into law with principal stakeholders.

18. More than 8.2 million individuals throughout Iraq, or nearly 25 per cent of the country's population, were estimated to require humanitarian assistance, including over 3 million internally displaced persons. Nearly half of all displaced persons were children. In 2015 this state of affairs represented a staggering increase of more than 400 per cent in less than a year, making the crisis one of the most rapidly unfolding predicaments in the world. The majority of internally displaced persons live in host communities with decreasing resources against the backdrop of an economy crippled by a 40 per cent decline in public revenue. An estimated 4.4 million individuals were in need of food assistance; 7.8 million individuals required essential health services; and 4.1 million individuals were in critical need of access to safe water and sanitation. Humanitarian access continued to be severely affected by security constraints and the lack of implementing partners on the ground in large parts of Anbar, Diyala, Kirkuk, Ninawa and Salah ad Din governorates, with 5 million Iraqis living in areas controlled by ISIL. In addition to the aforementioned dire circumstances, UNHCR reported that 247,861 refugees are currently seeking safety in Iraq. The United Nations has continued to provide life-saving assistance under the declared level 3 emergency: the World Food Programme, UNICEF, the International Organization for Migration (IOM) and the United Nations Population Fund have delivered life-saving kits and immediate response rations through the rapid response mechanism; UNICEF has provided access to clean water and sanitation facilities; the United Nations Educational, Scientific and Cultural Organization has rehabilitated and constructed schools; UNHCR and its partners continue to monitor checkpoints to assist civilians in accessing safety and provide shelter; and the World Health Organization has provided health services and supplies. The European Union Commissioner for Humanitarian Aid and Crisis Management and the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs have also launched a new humanitarian response plan at the European Parliament in Brussels, which targets 5.6 million vulnerable Iraqis with essential, life-saving support for the second half of the year.

19. The Government of Iraq's Joint Coordination and Monitoring Centre and the Kurdistan regional government's Joint Crisis Centre have continued to coordinate first-line responses, supported by the United Nations through technical advice. In addition, a stabilization working group has been formed as a coordination and advisory support body to the Government of Iraq. Under the auspices of the Deputy Special Representative, UNDP led the establishment of the Funding Facility for Immediate Stabilization to ensure that areas retaken by government forces would be adequately assisted and supported to make possible the voluntary return of the population and for ensuring development efforts in the reconstruction of the country.

20. In 2015 the Mission provided technical and policy advice to the Board of Commissioners of the Independent High Electoral Commission on the planning and administration for the next electoral cycle, including district and subdistrict elections in Iraq. Pending a decision of the Government and Parliament, the Commission stated that it was ready to start preparations for conducting district-level elections in about 100 districts with a permissive environment for elections. In

addition, throughout 2015, the Mission provided assistance to the Commission in initiating preparations for the selection of a new Board of Commissioners, whose term of office would end in 2016. The Mission also provided assistance to the Commission and a newly created electoral management body in the Kurdistan region in Iraq, with a view to defining and sharing responsibilities, including by signing a memorandum of understanding and providing limited technical support to the Kurdistan Independent High Electoral Commission. Efforts were made to ensure further improvements in voter registry systems after the introduction of biometric voter registration, underpinning the Mission's support for establishing a functioning voter registry and results-based management system in the forthcoming years. The Mission engaged with committees of the Council of Representatives to provide assistance in establishing mechanisms for oversight over the Independent High Electoral Commission and in continuing the comprehensive revision of existing electoral legislation. UNAMI has also facilitated a number of standing meetings between the Independent High Electoral Commission and other Iraqi political entities with representation in the Council of Representatives to discuss technical aspects of the delimitation of administrative boundaries for electoral governorates in Iraq and the Kurdistan region in Iraq.

21. The UNAMI child protection adviser continued to ensure that child protection concerns were mainstreamed in the regular activities of the Mission, to enhance collaboration between the Mission and the country team on this issue and to provide advice to senior management. The adviser involved relevant sections in various projects to increase their awareness about child protection in Iraq and their reporting and advocacy on these issues. The adviser also collaborated with other sections of UNAMI to enhance Mission monitoring and reporting on grave violations against children and initiated close collaboration with the Council of Representatives for child protection concerns to be included in draft laws that are part of the national reconciliation package. Upon request of the Government, the child protection adviser, in coordination with relevant sections, will prepare a policy framework for the protection of children against recruitment by armed forces and groups.

22. UNAMI strengthened its partnership with the Government and civil society stakeholders in advancing the implementation of the national action plan on Security Council resolution 1325 (2000) and continued to offer technical advice and support through regular meetings and consultations in Baghdad and Erbil. In May 2015 support was provided on advancing efforts made by civil society representatives to advocate for the endorsement of the special emergency plan on the implementation of resolution 1325 (2000). The plan was endorsed by the Council of Ministers and is based on three of the four pillars of the resolution. It calls for the protection of women and girls from sexual and gender-based violence, including in emergency and humanitarian situations, such as internally displaced persons and refugee camps; the participation of women in reconciliation processes and other national political processes on conflict resolution; and the prevention of violence against women and girls, including by prosecuting those responsible for violations of international law and strengthening women's rights under national law. In addition, the Mission continued its work in fostering dialogue between parliamentarians and civil society representatives through the open dialogue forum in Baghdad.

23. The deterioration of women's rights owing to violent extremism and terrorism was addressed in a regional context, notably in the face of the first regional

conference on the subject, entitled "Women's resistance to extremism and terrorism and their struggle for rights, peace and security", held in Erbil in May 2015 in collaboration with UNAMI. Over 100 participants from Iraq, the Syrian Arab Republic, Lebanon, Yemen, Tunisia, Libya and Palestine, comprising civil society activists, political leaders, religious leaders, survivors of sexual violence, academics, researchers and the international community, came together to discuss women, peace and security issues in the region. An important outcome of the conference is the Erbil Declaration, which provides recommendations on major priority concerns about women, peace and security.

Planning assumptions for 2016

24. The assumptions for 2016, which also draw on the findings of the strategic assessment mission conducted in April 2015, will continue to be that the Government, faced with a broad array of security, political and socioeconomic challenges, is likely to approach UNAMI for assistance in formulating policies that address the urgent needs of the country. There seems to be a cross-political consensus in, and broad support from, the Council of Representatives that the Mission and the United Nations country team have a role to play, in particular in the peaceful resolution of disputes, access to justice, promotion of an inclusive democratic system of governance, rule of law, human rights and social and economic development. It continues to be assumed that the new Government of Iraq, given the previous history of the Mission's engagement in political reconciliation issues, will request UNAMI to provide support for and facilitate such activities. This engagement would affirm the important role of UNAMI as an impartial actor in enabling solutions to ongoing tensions. As participatory decision-making remains an issue of attention in Iraq, broadly owing to sectarian politics and a weak civil society, it is assumed that civil society organizations will continue to look to UNAMI to partner with civil society representatives. In addition, the environment in Iraq will continue to be impacted by regional dynamics and Iraq's relations with its neighbours. Facilitating regional support for the reform programme of the Government of Iraq will continue to be a Mission priority.

25. The overarching planning assumptions for electoral assistance are based on the findings of the needs assessment mission deployed to Iraq in March 2015 following three requests for electoral assistance from Iraqi authorities. The mission noted that there is a strong wish on the part of both national and international partners for the United Nations to continue providing support for elections on the political and technical levels; with the International Foundation for Electoral Systems withdrawing, the United Nations will remain the only technical election adviser to the electoral institutions and with no current UNDP project, at this time UNAMI remains the only United Nations entity with capacity to provide support for and respond to the current requests.

26. With both internal and external challenges to Iraq's long-term stability, there are real risks that the security situation will further deteriorate and threaten Iraq's transition from years of dictatorship, war and violence, and undermine respect for human rights and the rule of law. The threat of ISIL remains the immediate security concern; addressing it will require a comprehensive approach, involving all dimensions of the work of the United Nations in Iraq and of other actors. If left unresolved, the threat will continue to trigger cycles of violence. In the year ahead, the continued operation of the Popular Mobilization Forces and the growth of

certain militia groups could lead to an escalation in violence in the country as they try to retake territory from ISIL. In addition, a variety of other factors, including those of a humanitarian, human rights, governance and socioeconomic nature, will contribute to an uncertain outlook for 2016. As the Mission's political engagement is expected to continue to be of a high profile and delicate nature, United Nations senior leadership and staff will continue to be exposed to security risks. The call, however, is for more United Nations engagement, with the broadest possible range of political actors in Iraq and with the international community and countries of the region.

27. The Mission will continue to provide support for the political dialogue and national reconciliation. This effort entails backing the Government, which is in the lead, in creating conditions and gaining support for a genuine political process of national reconciliation. This effort in turn would involve, inter alia, the participation of women and broader civil society actors in accordance with Security Council resolution 1325 (2000), including the possible convening of a national conference. Such facilitation would require steps to consolidate all political and religious components and foster contacts and cooperation between communities in favour of these processes. The Mission's support is foreseen at three levels: high-level political engagement; grass-roots community reconciliation; and regional engagement. UNAMI will also facilitate the adoption of major legislative reforms, which are essential for national reconciliation, the protection and promotion of human rights and the rule of law. Primarily, such reforms include the National Guard Law, the Accountability and Justice Law, the De-Baathification Law and the Amnesty Law.

28. The Mission will also continue to conduct extensive human rights monitoring and reporting, building on extensive engagement with the country team, in important areas of human rights and through stronger synergies with the Child Protection and Gender Units. The Mission aims to enhance the protection and respect for human rights and the rule of law, with a focus on the protection of civilians, by strengthening monitoring and reporting on the impact of armed conflict, violence and terrorism on civilians; ensuring accountability and equal access to justice through comprehensive criminal justice system reform; encouraging comprehensive reform that ensures the protection of women and children from sexual and physical violence; encouraging comprehensive reform that ensures the protection of ethnic and religious minority communities and promotes their full and equal participation in the political, economic and social life of Iraq; devising and implementing grass-roots mechanisms of transitional and restorative justice that provide support for community reconciliation; and building strong, independent, Iraqi-led State institutions that will be the cornerstone of the human rights protection system for Iraq, in cooperation with civil society actors.

29. As the Government of Iraq needs to secure and stabilize newly recaptured areas, the United Nations system is expected to play a major role in facilitating stabilization, including by ensuring the quick transfer of security to local civilian authorities and the restoration of justice and good governance, helping the Government to clear unexploded remnants of war in the recaptured territories through the United Nations Mine Action Service, helping line ministries to prepare realistic contingency plans and providing support to coordination mechanisms in newly recaptured areas and for the voluntary return of internally displaced persons and joint Government-United Nations assessments to establish first priorities.

UNAMI will plan to emphasize liaison with authorities at the governorate and district levels through the Mission's network of National Professional Officers.

30. The Mission plans to start a multi-year process of transitioning certain UNAMI substantive, support and security functions to partners in the United Nations country team. This process would, at the onset, involve a planning exercise to determine which functions can be transitioned to which partners, on the basis of an analysis of comparative advantage and developments in the security environment. The Mission intends for the planning of a United Nations transition to begin early, taking into account different potential scenarios, and to remain flexible throughout. As the transition process involves the reconfiguration of the United Nations presence and objectives, efforts will be planned, coordinated and managed in an inclusive, consultative and transparent way by the Mission and all United Nations actors present in the country, and with the Government of Iraq, in a manner that will leave no gaps in, or undermine the delivery of United Nations mandates in Iraq.

31. The change in the operating environment that is marked by increased risks merits a careful review of the Mission's field posture to provide better support for the political and human rights mandate and work of UNAMI and to account for the level 3 humanitarian emergency in Iraq that was declared by the Inter-Agency Standing Committee in 2014 and the loss of government control in areas dominated by ISIL. In addition, more effective use should be made of the existing United Nations network of National Professional Officers in areas of political affairs, human rights and humanitarian work, recognizing that they are the indispensable "eyes and ears" of the Mission in the field, while taking all possible measures to ensure their security.

32. The Mission needs to maintain the ability to engage directly with stakeholders in different parts of the country and the region, and to be able to guarantee secure transportation between principal Iraqi cities. Iraqi airspace continues to be classified as a "conflict zone". Attacks on and around Baghdad and Erbil airports in 2014 and early 2015 have caused disruptions to commercial air travel. After an airliner approaching Baghdad airport was damaged by ground fire, some major airlines withdrew their services from Iraq. Some Member States continue to prohibit civil aircraft under their jurisdiction from entering Iraqi airspace. The instability of airline services and the airspace, both experienced and forecast, reinforces the need for UNAMI to maintain a small but robust and versatile fleet of fixed-wing aircraft to guarantee the capability to move Mission personnel and that of the United Nations country team by air. UNAMI is increasing its aircraft passenger movement capacity by deploying a larger and more cost-effective fixed-wing passenger aircraft to replace one of its two smaller, faster, fixed-wing aircraft. The increased capacity will enable UNAMI to move larger groups of Mission and country team personnel between offices, as required, while concurrently enabling smaller groups of personnel involved in engagement to move about Iraq and the region as opportunities and needs for engagement arise.

Extrabudgetary resources

33. In 2016 the UNAMI Office of Political Affairs, in cooperation with UNOPS, will continue to implement its project on legislative reform to promote national reconciliation and peaceful coexistence, and will involve parallel engagement with Iraqi public authorities and civil society stakeholders. UNAMI and UNOPS have

secured donor support from the diplomatic community represented in Baghdad to co-finance the project.

34. With regard to the continued efforts of UNAMI and UNHCR to facilitate the resolution of outstanding issues regarding Camp Hurriya, the monitoring of human rights and humanitarian conditions at the camp will continue to be outsourced and supported by extrabudgetary funding, with UNOPS acting as the implementing partner.

35. UNAMI, in partnership with UNOPS and UNDP, will also use extrabudgetary resources to build the capacity of the Iraqi High Commissioner for Human Rights and of the committees of the Council of Representatives.

36. It is estimated that resources in the amount of $358,500 will be spent each year in 2015 and 2016, including $307,700 for the activities described in paragraphs 33 to 35 above and $50,800 for activities related to the construction of the United Nations Integrated Compound, described in paragraphs 254 to 257 below.

II. Mission mandate and planned results

37. The objectives, expected accomplishments and indicators of achievement for 2016 are set out below.

Objective: To achieve political stability, security and prosperity in Iraq

Expected accomplishments	Indicators of achievement
(a) Progress towards national reconciliation in Iraq	(a) (i) Number of high-level meetings of Iraqi stakeholders held to discuss national dialogue and reconciliation supported and sponsored by UNAMI *Performance measures* High-level meetings between Iraqi government officials Actual 2014: 250 Estimate 2015: 250 Target 2016: 300 (ii) Number of confidence-building measures at the local and national levels agreed to by the parties concerned in relation to disputed internal boundaries, the National Guard, the Federal Budget Law and oil revenue-sharing *Performance measures* Actual 2014: 20 Estimate 2015: 25 Target 2016: 40

(iii) Number of initiatives aimed at reducing intra-Iraqi conflict, improving recognition of minority rights and implementing the recommendations adopted by the relevant parties, in which officials of the Government of Iraq and major influential political, community, ethnic, civil society and religious leaders participate

Performance measures

Actual 2014: 8

Estimate 2015: 10

Target 2016: 15

Outputs

- Facilitation of political dialogue through the good offices of the Special Representative and the Deputy Special Representative, and through bilateral and multilateral meetings with stakeholders and the parties concerned on matters of inclusive political dialogue and national reconciliation
- Monthly meetings with high-level government officials, political parties, community leaders and women leaders to promote inclusive political dialogue and national reconciliation, with a view to resolving the status of disputed internal boundaries and related issues, such as the holding of a national census and Governorate Council elections in Kirkuk
- Enhanced and sustained engagement with subnational interlocutors in principal governorates through involvement of local representatives in round tables, consultations and meetings on a regular basis, including regular field visits to Kirkuk, the disputed internal boundary areas and select governorates, to seek recognition of the rights of Iraqi minority ethnic and religious communities
- 6 technical reports and options papers on property restitution, power-sharing and security issues, and Governorate Council elections in Kirkuk; consultations and provision of technical support to assist officials of the Government of Iraq in reaching agreement on these issues with the parties concerned
- 4 meetings of women political leaders and representatives of civil society on women's participation in inclusive political dialogue and national reconciliation
- 50 meetings held by the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance with high-level federal and Kurdistan regional government officials on resource-sharing; and provision of technical support on legal issues pertaining to Kirkuk, oil and gas management and revenue-sharing, and on the re-enacting of the hydrocarbon and revenue-sharing laws and the National Guard Law
- 2 country-wide public outreach events for 300 government counterparts, civil society representatives, the media and members of the public on the occasion of the World Day for Cultural Diversity for Dialogue and Development and the International Day of Peace
- 5 online newsletter articles, 15 social media posts, 3 press releases and 5 media outreach activities to promote dialogue, tolerance and respect for diversity

Expected accomplishments	Indicators of achievement
(b) Enhanced regional dialogue and the normalization of relations with neighbouring countries	(b) (i) Number of confidence-building measures sponsored by UNAMI and agreed to by the Government of Iraq to encourage the further strengthening of Iraq's relations with neighbouring countries on border security, energy and refugees *Performance measures* Actual 2014: 20 Estimate 2015: 16 Target 2016: 20 (ii) Number of initiatives and bilateral and multilateral meetings with the Governments of Iraq and Kuwait to provide support for the enhancement of relations with Kuwait, the efforts in the search for missing Kuwaiti and third-country nationals or their remains, and the return of Kuwaiti property, including the national archives *Performance measures* Actual 2014: 10 Estimate 2015: 12 Target 2016: 12

Outputs

- 15 high-level visits made by the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance to neighbouring countries to provide support for bilateral and multilateral initiatives
- Design and implementation of 5 confidence-building measures, in cooperation and coordination with other relevant United Nations entities, with a view to improving relations between the Government of Iraq and neighbouring countries
- Design, implementation and fortnightly follow-up of new initiatives to turn into tangible results the Iraqi efforts on the issue of missing Kuwaiti and third-country individuals, and missing Kuwaiti property, including its national archives
- Weekly meetings with members of the Council of Representatives, the Foreign Affairs Committee of the Council of Representatives, Government of Iraq officials and representatives of the diplomatic community to solicit views, exchange ideas and understand concerns related to Iraq's relations with neighbouring countries, as well as regional geopolitical developments

- Consolidation and advancement, through the UNAMI liaison office in Tehran, of 4 initiatives, such as workshops and seminars, that address the illicit trade in drugs, desertification, dust storms and corruption, and natural resources-related transboundary discussions through political analysis and cooperation with the agencies, funds and programmes of the United Nations system and the Governments of Iraq and the Islamic Republic of Iran
- 12 visits facilitated by the Special Representative and UNAMI senior leadership, through the political liaison office in Amman, to hold discussions with major Iraqi interlocutors, including the Iraqi diaspora, based in Amman or using Amman as a venue for discussions on regional or Iraq-related issues
- 2 meetings of the Special Representative and the Deputy Special Representative with government officials from Iraq and neighbouring countries on regional cooperation for combating desertification and sand and dust storms, in order to gather support and financial resources to kick-start the regional framework for cooperation on sand and dust storms led by the United Nations Environment Programme

Expected accomplishments	Indicators of achievement
(c) Progress in implementation and promotion of the Constitution	(c) (i) Number of laws adopted by the Council of Representatives to implement major provisions of the Constitution *Performance measures* Actual 2014: none Estimate 2015: 3 Target 2016: 3 (ii) Number of governmental and independent institutions established or renewed in accordance with the Constitution *Performance measures* Actual 2014: 1 Estimate 2015: 1 Target 2016: not available

Outputs

- Monthly meetings with the Government of Iraq officials and members of the Council of Representatives in relation to the provision of technical support for the review and enactment of constitutionally mandated and other major legislation, and the establishment of principal governmental institutions, such as the Federation Council, the Higher Judicial Council and the Law Reform Commission
- 1 round table on the structure and powers of the Federation Council and the drafting of enabling legislation
- 12 meetings and analytical write-ups in support of activities organized by the Council of Representatives and 4 outreach programmes and workshops for civil society and political and special interest groups to promote ownership of the Constitution, enable adoption of its amendments and adopt major legislation
- 4 policy advisory notes and non-papers providing advice to Governorate Council officials on the establishment of new structures and institutions at the governorate level envisaged in the Constitution

Expected accomplishments	Indicators of achievement
(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective electoral events	(d) (i) Adoption of the new laws and amendments to the electoral laws required to conduct elections *Performance measures* Actual 2014: 1 Estimate 2015: 1 Target 2016: 3 (ii) Improved ability of the Independent High Electoral Commission to lead planning and delivery of credible electoral events *Performance measures* Actual 2014: Independent High Electoral Commission operational plans for the 2014 Council of Representatives elections and the 2014 Kurdistan regional government Governorate Council elections successfully implemented Estimate 2015: Independent High Electoral Commission plans successfully implemented for the next electoral cycle, namely, the 2016 district and subdistrict elections Target 2016: Independent High Electoral Commission operational plans for the April 2016 district and subdistrict elections successfully implemented (iii) Improved accuracy of voter registration lists to ensure that all eligible Iraqis can exercise their right to vote *Performance measures* Actual 2014: Improvement in the voter registry systems achieved, which enabled voters to verify information and access voter registration services. New electronic voters cards issued, enhancing election day voter identification processes for the 2014 elections Estimate 2015: Further improvements in the voter registry systems through the introduction of biometric voter registration, further streamlining election day polling station operations; biometric voter registration currently ongoing in 13 governorates

Target 2016: The Independent High Electoral Commission makes progress in establishing functioning voter register audit protocols and foolproof results-based management systems, and in transmitting results in a timely manner (10 days instead of 19 in 2014)

(iv) Effective representation of boundary delimitation of all electoral governorates finalized for representation purposes, taking into account spatial demographic shifts and the social and political context

Performance measures

Actual 2014: No boundary delimitation

Estimate 2015: 8 standing meetings between the Independent High Electoral Commission and political entities to discuss the delimitation of boundaries for Iraqi electoral governorates

Target 2016: Deployment of boundary delimitation advisories required by the creation of new provinces, districts and subdistricts

Outputs

- Provision of daily technical advisory support to the Board of Commissioners of the Independent High Electoral Commission on issues pertaining to the planning and administration of elections
- Provision of technical advisory support to the Council of Representatives committees responsible for the selection of a new Board of Commissioners of the Independent High Electoral Commission and for oversight of the Commission
- Provision of daily technical advisory support to the Independent High Electoral Commission on results-based management, information and communications technology, legal issues, voter registration, regional partnerships, continuous voter education and institutional capacity-building
- Provision of technical advisory support on the electoral legal framework to the Legal Committees of the Council of Representatives, the Council of Ministers and the Board of Commissioners of the Independent High Electoral Commission through biweekly meetings
- Monthly meetings of the United Nations gender elections task force, the Independent High Electoral Commission gender team and relevant parliamentary committees of the Council of Representatives to establish policies and mechanisms to incorporate gender into Commission activities at all levels of the electoral administration
- Monthly consultations with the diplomatic community and international electoral partners to ensure coordination of international donor and technical support to the Independent High Electoral Commission, the Council of Representatives and the Kurdistan Independent High Electoral Commission

Expected accomplishments	Indicators of achievement
(e) Progress towards strengthening the rule of law and improving respect for human rights	(e) (i) National mechanisms to ensure the protection of and respect for human rights are established in compliance with Iraq's international obligations
	Performance measures
	The Independent High Commission for Human Rights of Iraq is operating in conformity with the Constitution of Iraq and the Paris Principles (General Assembly resolution 48/134). The Kurdistan Regional Board of Human Rights is operating in accordance with the law and international standards
	Actual 2014: The training of the Commissioners started and the Independent High Commission for Human Rights started functioning in accordance with Iraqi law and international standards; the Kurdistan Regional Board of Human Rights is operating in accordance with the law and international standards
	Estimate 2015: The training of Commissioners and staff continued; the Independent High Commission for Human Rights commenced functioning in accordance with Iraqi law and international standards; it undertook some investigations of complaints by citizens, monitored the human rights situation in Iraq, responded to public inquiries and published a number of ad hoc reports; the Kurdistan Regional Board of Human Rights was established; the capacity-building of the Board and staff continued
	Target 2016: The training and capacity-building of Commissioners and staff continues; the capacity-building of the Kurdistan Regional Board of Human Rights and staff continues
	(ii) Gaps in the provision of human rights norms, as identified in the universal periodic review of the Human Rights Council, are addressed by the Government
	Performance measures
	The Government, in consultation with civil society representatives, develops and adopts a national action plan on human rights aimed at implementing the recommendations accepted by

Iraq in the universal periodic review, with follow-up monitoring and reporting on implementation

Actual 2014: Funding for national action plan recommendations was reflected in the national budget and an interministerial oversight committee for monitoring and reporting on the status of implementation was established

Estimate 2015: 30 per cent of the national action plan was implemented, with a further 55 per cent implemented in part; the Government of Iraq, human rights institutions and civil society representatives fully participated in the universal periodic review process for Iraq, finalized in March 2015

Target 2016: The Government of Iraq holds a consultation conference for representatives of the Government and of civil society representatives to develop a second national action plan on human rights and re-establishes an interministerial committee for overseeing the implementation of the plan

(iii) The Government of Iraq and civil society have technical capacity for monitoring and reporting on a range of human rights issues

Performance measures

Number of Human Rights Office joint programmes with international stakeholders, Government of Iraq representatives, the Independent High Commission for Human Rights and civil society representatives aimed at capacity-building, monitoring, reporting and advocacy on a range of human rights issues

Actual 2014: 15 training sessions/seminars/workshops organized, in which approximately 250 persons participated

Estimate 2015: 37 training activities are conducted for building capacity of civil society representatives, with over 500 participants

Target 2016: 37 training activities are conducted for building capacity of civil society representatives, with over 500 participants

	(iv) Rule of law is strengthened
	Performance measures
	Monitoring of the places of detention and trials; training of police, law enforcement officials and judiciary
	Actual 2014: 8 prison visits and ongoing advocacy to strengthen mechanisms for improving the treatment of detainees and prisoners; 5 training sessions for police and law enforcement officials and judges
	Estimate 2015: 15 prison visits and 5 training sessions in protection of civilians and international humanitarian law; joint conference with the Council of Representatives and major stakeholders to promote comprehensive criminal justice law reform
	Target 2016: Comprehensive package of law and policy reforms adopted by all stakeholders

Outputs

- 15 capacity-building and technical training sessions for the 14 Commissioners of the Independent High Commission for Human Rights in 5 priority areas: prisons and detention; education; health; women's rights; and persons with disabilities
- Monthly meetings, with provision of technical advice, to the oversight committee established by the Government of Iraq to implement recommendations in the national action plan on human rights
- Training course in human rights for police and prison officials presented to the Government of Iraq for incorporation into the officers' training curricula
- Handbook on human rights for police issued and distributed
- 2 biannual reports published on the protection of civilians in non-international armed conflict in Iraq
- 2 thematic reports issued on minorities in Iraq and on the protection of women in Iraq
- 40 training sessions for civil society organizations, non-governmental organizations and government partners in monitoring, analysis, reporting and conduct of advocacy on human rights issues
- 30 monitoring visits to prisons and places of detention in order to assess compliance with human rights standards
- 20 training sessions in human rights standards and the rule of law for law enforcement officials, including police, prosecutors, judges and prison officials
- 12 high-level meetings with the Ministry of Justice, the Ministry of Human Rights, the Ministry of Defence and the Ministry of Labour and Social Affairs on relevant human rights issues and advocacy

Expected accomplishments	Indicators of achievement
(f) Progress towards strengthened socioeconomic development and humanitarian assistance	(f) (i) Facilitation of joint programming with the United Nations country team and the Government of Iraq for harmonized and integrated delivery of essential services and reform of related State institutions, with particular focus on the environment and the private and public sectors *Performance measures* Number of joint programmes developed Actual 2014: 15 Estimate 2015: 20 Target 2016: 20 (ii) Improved information-sharing mechanisms between internal and external stakeholders to promote evidence-based planning and advocacy at the strategic and operational levels on development and humanitarian issues *Performance measures* Number of knowledge-sharing forums supported by the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs Actual 2014: 15 Estimate 2015: 25 Target 2016: 25 *Performance measures* Number of information products disseminated, excluding mapping and other ad hoc information requests Actual 2014: 75 Estimate 2015: 50 Target 2016: 40

(iii) Engagement and partnering with the Government of Iraq and civil society representatives to provide support for and strengthen vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minorities, to secure their safety, inclusion and empowerment for participation in economic and political activities

Performance measures

Number of information-sharing/advocacy initiatives

Actual 2014: 216

Estimate 2015: 216

Target 2016: 216

(iv) Number of high-level meetings of Iraqi stakeholders held to discuss development and humanitarian coordination

Performance measures

Actual 2014: 40

Estimate 2015: 50

Target 2016: 55

Outputs

- Monthly meetings with government officials and major Iraqi stakeholders on critical humanitarian and development issues
- Enhanced and sustained engagement with subnational interlocutors in principal governorates through involvement of local representatives in round tables, consultations and meetings on a regular basis, including regular field visits to facilitate improved development planning and programme implementation
- 3 high-level policy dialogue meetings with Government of Iraq officials on the United Nations Development Assistance Framework for Iraq 2015-2019 and its contributions to the national development plan
- 2 regional forums on cross-border issues, namely, water management and dust storms
- 15 capacity-building and development projects with Iraqi government counterparts and United Nations agencies on public sector modernization, environment, internally displaced persons, social and justice issues, governance and disaster risk reduction
- 9 information management projects in collaboration with United Nations agencies for government partners, including 4 information databases on Iraqi children and health facilities mapping, and for the Engineering and Legal Departments of the Council of Representatives
- Monthly meetings at the grass-roots level in each governorate to provide support for and strengthen the Government's efforts for national reconciliation

External factors

38. The Mission is expected to achieve its objectives provided that (a) the security situation remains sufficiently permissive; (b) the main political interlocutors remain committed to inclusive national dialogue, social cohesion and unity in Iraq, and Iraqi interlocutors maintain their commitment to strengthening democracy, the rule of law and the protection of human rights in Iraq; (c) political compromise enables the passage of new legislation and amendments to existing legislation in government institutions; (d) events unfolding in the wider region do not adversely affect Iraq's internal political stability; (f) no natural disasters occur that would require the realignment of human and financial resources; and (g) there is sufficient and appropriate capacity within national and subnational structures and institutions to allow for proper engagement between the United Nations, the Government of Iraq, the Kurdistan regional government and civil society to resolve outstanding governance, security and economic issues.

III. Resource requirements

39. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2016 are estimated at $120,096,700 (net of staff assessment), as shown in tables 1 and 6. Tables 2 to 5 provide details concerning the staffing requirements. The report allows for a comparison between the total requirements for 2016 and the total requirements for 2015, as approved by the General Assembly in its resolution 69/262.

Table 1
Total resource requirements (net)
(Thousands of United States dollars)

	2014-2015			*Requirements for 2016*			
Category	*Appropriation* (1)	*Estimated expenditure* (2)	*Variance* (3)=(1)-(2)	*Total* (4)	*Non-recurrent* (5)	*Total requirements for 2015* (6)	*Variance 2015-2016* (7)=(4)-(6)
Military and police personnel	15 957.5	14 617.2	1 340.3	8 581.4	–	8 613.4	(32.0)
Civilian personnel	164 414.2	163 652.1	762.1	80 293.8	–	80 139.3	154.5
Operational costs	80 803.7	80 696.6	107.1	31 221.5	2 882.5	47 404.1	(16 182.6)
Total	**261 175.4**	**258 965.9**	**2 209.5**	**120 096.7**	**2 882.5**	**136 156.8**	**(16 060.1)**

Table 2
Total staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	***Total***
Approved 2015	1	2	1	7	20	59	59	9	**158**	217	–	**375**	105	420	**900**
Proposed 2016	1	2	1	6	17	57	54	8	**146**	210	–	**356**	116	407	**879**
Change	–	–	–	**(1)**	**(3)**	**(2)**	**(5)**	**(1)**	**(12)**	**(7)**	–	**(19)**	**11**	**(13)**	**(21)**

40. The total staffing complement proposed for UNAMI for 2016 amounts to 879 positions, comprising 356 international staff (146 Professional, 210 Field Service) and 523 national staff (116 National Professional Officers, 407 Local level) and an authorized strength of 245 contingent personnel of the Guard Unit.

41. A breakdown of the staffing establishment by location is provided in table 3.

Table 3
Staffing requirements by location

	Professional and higher categories									*General Service and related categories*			*Local level*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*Total*
Approved 2015															
Baghdad	1	2	1	6	13	41	38	7	109	152	–	261	72	207	540
Baghdad International Airport	–	–	–	–	–	–	1	–	1	15	–	16	1	12	29
Basra	–	–	–	–	–	2	2	–	4	8	–	12	6	16	34
Erbil	–	–	–	–	5	6	9	2	22	11	–	33	17	93	143
Kirkuk	–	–	–	–	1	3	5	–	9	16	–	25	7	21	53
Kuwait	–	–	–	–	–	3	2	–	5	15	–	20	–	69	89
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	1	–	–	–	1	–	–	1	–	1	2
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
New York	–	–	–	–	–	3	2	–	5	–	–	5	–	–	5
Total	**1**	**2**	**1**	**7**	**20**	**59**	**59**	**9**	**158**	**217**	**–**	**375**	**105**	**420**	**900**
Proposed 2016															
Baghdad	1	2	1	5	11	41	32	6	99	142	–	241	78	204	523
Baghdad International Airport	–	–	–	–	–	1	1	–	2	16	–	18	2	13	33

	Professional and higher categories									General Service and related categories			Local level		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	Total international	National Professional Officer	Local level	Total
Basra	–	–	–	–	–	3	2	–	5	8	–	13	3	15	31
Erbil	–	–	–	–	5	3	10	2	20	19	–	39	27	87	153
Kirkuk	–	–	–	–	–	3	6	–	9	16	–	25	4	20	49
Kuwait	–	–	–	–	–	2	1	–	3	9	–	12	–	66	78
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	1	–	–	–	1	–	–	1	–	1	2
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
New York	–	–	–	–	–	3	2	–	5	–	–	5	–	–	5
Total	**1**	**2**	**1**	**6**	**17**	**57**	**54**	**8**	**146**	**210**	**–**	**356**	**116**	**407**	**879**
Change from 2015 to 2016	**–**	**–**	**–**	**(1)**	**(3)**	**(2)**	**(5)**	**(1**	**(12)**	**(7)**	**–**	**(19)**	**11**	**(13)**	**(21)**

42. Changes in the staffing establishment for individual substantive and administrative offices compared with 2015 are set out below.

43. In 2016 it is proposed that 13 new positions (1 P-4, 1 P-3, 1 P-2, 1 Field Service, 9 National Professional Officer) be established in various offices. It is also proposed that 34 positions (1 D-1, 3 P-5, 3 P-4, 5 P-3, 2 P-2, 5 Field Service, 1 National Professional Officer, 14 Local level) be abolished in various offices. These proposals result in the net reduction of 21 positions, as detailed in the following tables. It is also proposed that four positions be nationalized (1 P-3 and 3 Field Service converted to 3 National Professional Officer and 1 Local level).

Table 4
Proposed establishment of new positions

	Professional and higher categories									General Service and related categories			National staff		
Organizational unit	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Service	General Service	Total international	National Professional Officer	Local level	Total
Office of the Chief of Staff	–	–	–	–	–	–	1	1	2	–	–	2	–	–	2
Joint Analysis Unit	–	–	–	–	–	–	–	–	–	1	–	1	–	–	1
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs	–	–	–	–	–	1	–	–	1	–	–	1	9	–	10
Total	**–**	**–**	**–**	**–**	**–**	**1**	**1**	**1**	**3**	**1**	**–**	**4**	**9**	**–**	**13**

Table 5
Proposed abolishment of approved positions

	Professional and higher categories									*General Service and related categories*			*National staff*		
Organizational unit	*USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Sub-total*	*Field Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*Total*
Office of the Special Representative of the Secretary-General	–	–	–	–	–	(1)	(1)	–	(2)	(1)	–	(3)	–	(1)	(4)
Office of the Chief of Staff	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	–	(1)
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance	–	–	–	–	(1)	–	–	–	(1)	–	–	(1)	–	–	(1)
Joint Analysis Unit	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)
Electoral Assistance Office	–	–	–	–	–	(1)	–	–	(1)	–	–	(1)	–	–	(1)
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs	–	–	–	(1)	(1)	–	–	–	(2)	–	–	(2)	–	–	(2)
Security Section	–	–	–	–	–	(1)	(3)	(2)	(6)	–	–	(6)	–	–	(6)
Procurement Section	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	(1)
Acquisition Management Section	–	–	–	–	–	–	–	–	–	–	–	–	–	(9)	(9)
Engineering Section	–	–	–	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)
Aviation and Movement Control Section	–	–	–	–	–	–	(1)	–	(1)	(1)	–	(2)	–	–	(2)
Geospatial, Information and Telecommunications Technology Section	–	–	–	–	–	–	–	–	–	(1)	–	(1)	(1)	(3)	(5)
Total	**–**	**–**	**–**	**(1)**	**(3)**	**(3)**	**(5)**	**(2)**	**(14)**	**(5)**	**–**	**(19)**	**(1)**	**(14)**	**(34)**
Net change resulting from creation and abolishment of positions	**–**	**–**	**–**	**(1)**	**(3)**	**(2)**	**(4)**	**(1)**	**(11)**	**(4)**	**–**	**(15)**	**8**	**(14)**	**(21)**

A. Substantive offices

Office of the Special Representative of the Secretary-General

International positions: Abolition of 3 positions (1 P-4, 1 P-3, 1 Field Service)

National positions: Abolition of 1 position (Local level)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	1	–	–	–	1	4	2	–	8	3	–	11	2	2	–	15
Proposed 2016	1	–	–	–	1	3	1	–	6	2	–	8	2	1	–	11
Change	–	–	–	–	–	(1)	(1)	–	(2)	(1)	–	(3)	–	(1)	–	(4)

44. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is the head of the Mission and undertakes the mandate vested in the Mission by the Security Council. The Special Representative is the United Nations designated official for security.

45. The immediate Office of the Special Representative, located in Baghdad, will comprise one Special Adviser (P-5), two Special Assistants to the Special Representative (1 P-4, 1 P-3), one Administrative Officer (Field Service) and two Administrative Assistants (1 Field Service, 1 Local level).

46. The Gender Unit of the Office in Baghdad will be headed by one Gender Adviser (P-4), supported by one Gender Affairs Officer (National Professional Officer).

47. The Child Protection Unit, based in Baghdad, will be headed by one Child Protection Adviser (P-4), supported by one Child Protection Officer (National Professional Officer).

Organizational changes

48. As it is now proposed that the positions of the Office of the Resident Auditor for UNAMI be budgeted under subprogramme 1 of section 30, Internal oversight, of the proposed programme budget for the biennium 2016-2017, it is proposed that the Office and the positions of Resident Auditor (P-4), Auditor (P-3), Administrative Assistant (Field Service) and Accounting Assistant (Local level) be abolished.

Office of the Chief of Staff

International positions: Creation of 2 positions (1 P-3, 1 P-2)

Abolition of 1 position (P-5)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	1	–	4	3	3	1	12	2	–	14	11	6	–	31
Proposed 2016	–	–	1	–	3	3	4	2	13	2	–	15	11	6	–	32
Change	–	–	–	–	(1)	–	1	1	1	–	–	1	–	–	–	1

49. The Office of the Chief of Staff is the principal interface on strategic programme, planning and coordination within the Mission and with the United Nations country team, the Government of Iraq, embassies and other international and national partners. In that capacity, the Chief of Staff coordinates all components, programmes and resources of the Mission to ensure the effective implementation of its mandate.

50. Based in Baghdad, the Chief of Staff (D-2) will be supported by one Special Assistant (P-3), one Personal Assistant (Field Service) and one Administrative Assistant (Local level). One Senior Programme Officer (P-5), one Senior Legal Adviser (P-5) and the head of office in Erbil (P-5) will report directly to the Chief of Staff.

51. The Senior Programme Officer (P-5), based in Baghdad, will manage the portfolio of results-based management and the preparation of policy papers and strategic documents, and will be supported by one Programme Officer (P-4), one Planning Officer (P-4), one Associate Programme Officer (P-2), one Associate Planning Officer (P-2), one Programme Officer (National Professional Officer), two Liaison Officers (National Professional Officer) and two Administrative Assistants (Local level).

52. The Senior Legal Adviser/Head of Legal Affairs (P-5), based in Baghdad, will be supported by one Legal Affairs Officer (National Professional Officer) and one Legal Assistant (Local level). Under the supervision of the Senior Legal Adviser, one Administrative Assistant (Field Service) will provide legal administrative support for the Mission's Board of Inquiry functions.

53. The Translation and Interpretation Unit will be headed by one Translator (P-4), supported by seven Translators (2 P-3, 5 National Professional Officer) and one Interpreter (P-3).

54. The regional office in Erbil will be headed by one Head of Office (P-5), supported by one Administrative Officer (National Professional Officer) and one Administrative Assistant (Local level).

55. The conduct and discipline functions for UNAMI were merged in 2013 into an integrated Conduct and Discipline Unit, covering UNAMI, UNAMA, the United

Nations Military Observer Group in India and Pakistan and the United Nations Regional Centre for Preventive Diplomacy for Central Asia, with UNAMI funding one position of Conduct and Discipline Officer (National Professional Officer), based in Baghdad, and one Administrative Assistant (Local level), based in Kuwait.

Organizational changes

56. In line with a review of the Mission's field presence and the longer-term transition strategy that will begin in 2016, it is proposed that the position of Head of Office in Kirkuk (P-5) be abolished.

57. In order to start planning for the above-mentioned transition strategy, it is proposed that one position of Associate Planning Officer (P-2) be established. The incumbent will provide assistance to the Planning Officer (P-4) to make plans for United Nations entities in Iraq at the strategic and operational levels.

58. It is proposed that one position of Interpreter (P-3) be established. The Mission currently has no dedicated interpretation capacity. In view of the importance that is attached to high-quality interpretation when engaging with ministers and senior officials, one Translator (P-4) has been providing ad hoc interpretation in addition to his regular translation functions. As a result, the quality of translation and interpretation has been affected. While in the past it was possible for national colleagues to provide assistance with interpretation requirements, their ability to do so is now compromised by fluctuating security conditions that limit access to off-site locations. In view of the existing translation capacity, it is not deemed to be feasible operationally to reassign the incumbents of any of the existing international positions for this purpose.

59. It is proposed that the position of Administrative Assistant (Local level) be redeployed from Kirkuk to Erbil.

Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

International positions: Abolition of 1 position (P-5)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*F-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	1	–	1	1	2	1	–	**6**	1	–	**7**	1	3	–	**11**
Proposed 2016	–	1	–	1	–	2	1	–	**5**	1	–	**6**	1	3	–	**10**
Change	–	–	–	–	**(1)**	–	–	–	**(1)**	–	–	**(1)**	–	–	–	**(1)**

60. The Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Office of Political Affairs, the Electoral Assistance Office, the Joint Analysis Unit and the Tehran liaison office.

61. The Office of the Deputy Special Representative (Assistant Secretary-General), located in Baghdad, will comprise one Special Assistant (P-4), one Political Affairs Officer (P-3), one Personal Assistant (Field Service) and two Administrative Assistants (Local level).

62. The Deputy Special Representative will be supported in Tehran by one Liaison Officer (D-1), one Political Affairs Officer (P-4), one Translator (National Professional Officer) and one Administrative Assistant (Local level).

Organizational changes

63. In order to improve the Mission's response to the political challenges in Iraq and to focus on providing support for political reconciliation, it is proposed that the reporting line of the Joint Analysis Unit be changed to enable it to furnish more focused political and political economy analyses to the political wing of the Mission. The Unit will no longer report to the Special Representative of the Secretary-General; rather, it will report to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

64. It is proposed that the position of Senior Police Adviser be abolished, as there will be no deployment of military or police advisers in 2016 because, in line with the recommendations of the strategic assessment mission to Iraq, it has been determined that the functions related to the rule of law will be best implemented by specialized agencies, such as UNDP, UNHCR and members of the United Nations country team.

Joint Analysis Unit

International positions: Abolition of 1 position (Field Service)

Creation of 1 position (Field Service)

National positions: Outward redeployment of 2 positions (1 National Professional Officer, 1 Local level) to the Geospatial, Information and Telecommunications Technology Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	1	4	–	**6**	1	–	**7**	4	2	–	**13**
Proposed 2016	–	–	–	–	1	1	4	–	**6**	1	–	**7**	3	1	–	**11**
Change	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	**(1)**	–	**(2)**

65. Integrated United Nations missions require an integrated strategy and capacity to coordinate and collect information from multiple sources in order to provide advice to senior leaders. The Joint Analysis and Policy Unit was established in 2013 within the Office of the Special Representative to provide such focused, integrated, forward-looking analysis and became a stand-alone unit in 2014. The Unit reports to

the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

66. Based in Baghdad, the Joint Analysis Unit will be headed by a Chief of Unit (P-5), who will manage and supervise the Unit. It will comprise one Senior Analyst (P-4), who will coordinate all research and analytical output and will supervise the analysis team, consisting of two Information Analysts (P-3), one Political Affairs Officer (P-3), one Economic Affairs Analyst (P-3), three Research Analyst Officers (National Professional Officer) and one Security Officer (Field Service), who will work closely with the Security Information and Operations Centre in the Security Section and with the Geographic Information System Unit in the Geospatial, Information and Telecommunications Technology Section to ensure integrated security analysis and information. One Administrative Assistant (Local level) will provide support to the Joint Analysis Unit on administrative issues.

Organizational changes

67. As mentioned in paragraph 63 above, it is proposed that the reporting line of the Joint Analysis Unit be changed. The Unit will no longer report to the Special Representative of the Secretary-General; rather, it will report to the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance.

68. As the Geographic Information System Unit will now be part of the Geospatial, Information and Telecommunications Technology Section, it is proposed that one position of Geographic Information System Officer (National Professional Officer) and one position of Geographic Information System Assistant (Local level) be redeployed from the Joint Analysis Unit to the Geospatial, Information and Telecommunications Technology Section. The incumbents of the positions will continue to work closely with the Joint Analysis Unit to ensure that continued support in the form of imagery and mapping services is provided to all sections and units throughout the Mission.

69. Given the refocus of the Joint Analysis Unit to specific analysis work under the Deputy Special Representative of the Secretary-General for Political Affairs, it is proposed that the position of Information Management Officer (P-3) be renamed Information Analyst (P-3). The functions of the position remain unchanged.

70. In order to complement the focus of the Unit on political, military and security developments in Iraq, it is proposed that one position of Security Officer (Field Service) be created.

71. In view of the transfer of the Geographic Information System Unit from the Joint Analysis Unit to the Geospatial, Information and Telecommunications Technology Section under Mission Support, it is proposed that one position of Information Management Assistant (Field Service), the incumbent of which provided support to the Unit, be abolished.

Office of Political Affairs

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	1	3	11	8	1	24	1	–	25	25	12	–	62
Proposed 2016	–	–	–	1	3	11	8	1	24	1	–	25	25	12	–	62
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

72. The Office of Political Affairs is central to the Mission's political outreach and engagement. The Office provides substantive and long-term policy planning and strategic analysis to the Special Representative, the Deputy Special Representative for Political Affairs and Electoral Assistance and United Nations Headquarters. It maintains liaison with political parties, official State institutions, Parliament, the diplomatic community, civil society representatives, local communities throughout Iraq and other entities concerned. The Office has a lead role in providing advice and making recommendations to the Special Representative and the Deputy Special Representative for Political Affairs and Electoral Assistance, and in developing, organizing, engaging in and following up on various initiatives in furthering the Mission's core mandate. The Government of Iraq has requested UNAMI to facilitate the national reconciliation process and the Office of Political Affairs will play a significant role in this process, which requires the Office to deploy its full resources, including at the grass-roots level through intensive community engagement. The Office is also expected to work on political initiatives in support of the stabilization and reconstruction activities of the country team in areas retaken from ISIL control.

73. The Office will be headed by a Chief of Political Affairs (D-1), who reports directly to the Deputy Special Representative for Political Affairs and Electoral Assistance. In Baghdad the Chief of Political Affairs will be supported by one Senior Political Affairs Officer (P-5), two Political Affairs Officers (P-4), three Administrative Assistants (1 Field Service, 2 Local level) and one Language Assistant (Local level). The Senior Political Affairs Officer will serve as deputy to the Chief of Political Affairs and will be supported by four Political Affairs Officers (2 P-3, 2 National Professional Officer), who will be responsible for the Office's reporting duties, and one Administrative Assistant (Local level).

74. In line with the mandate of the Mission, the Office of Political Affairs will consist of teams working on national reconciliation, regional engagement, parliamentary support and governorate affairs. All teams report to the Chief of Political Affairs through his deputy, the Senior Political Affairs Officer.

75. The national reconciliation team, based in Baghdad, will consist of four Political Affairs Officers (2 P-4, 2 National Professional Officer) and one Language Assistant (Local level).

76. In the governorate affairs team, two Political Affairs Officers (1 P-4, 1 P-3), based in Baghdad, will coordinate the work of 14 Governorate Liaison Officers (National Professional Officer), based in Babil, Karbala, Najaf, Salah ad Din,

Muthanna, Basra, Diyala, Ninawa, Qadisiya, Wasit, Anbar, Maysan, Dhi Qar and Dohuk, and one Liaison Assistant (Local level).

77. In the regional engagement team, two Political Affairs Officers (1 P-4, 1 P-3), based in Baghdad, will monitor regional developments and liaise with the diplomatic community in Baghdad on a day-to-day basis to ensure the coherence of the positions of the international community on political issues and on provision of support to the Government of Iraq.

78. In order to monitor activity in the Parliament, the parliamentary support team will consist of three Political Affairs Officers (1 P-4, 2 National Professional Officer), based in Baghdad, who will be assisted by one Associate Political Affairs Officer (P-2) and one Language Assistant (Local level).

79. One Senior Political Affairs Officer (P-5) will serve as liaison officer in Amman and will be assisted by an Administrative Assistant (Local level).

80. The Office of Political Affairs in Erbil will be headed by a Senior Political Affairs Officer (P-5), with support provided by five Political Affairs Officers (1 P-4, 1 P-3, 3 National Professional Officer), one Administrative Assistant (Local level) and one Language Assistant (Local level).

81. The Office of Political Affairs in Kirkuk will be headed by one Political Affairs Officer (P-4), with support provided by two Political Affairs Officers (1 P-3, 1 National Professional Officer), one Administrative Assistant (Local level) and one Language Assistant (Local level).

82. The Office of Political Affairs in Basra will comprise two Political Affairs Officers (1 P-4, 1 National Professional Officer).

83. In New York, three Political Affairs Officers (1 P-4, 2 P-3) will provide political, operational and planning support to UNAMI in the Department of Political Affairs Iraq team.

Organizational changes

84. In line with the operational requirements, the following organizational changes are proposed.

85. It is proposed that four positions of Political Affairs Officer (P-4) be redeployed from the Office of the Deputy to the Chief of Political Affairs to the Office of the Chief of Political Affairs (1 P-4), to the governorate affairs team (1 P-4) and to the national reconciliation team (2 P-4).

86. It is proposed that one position of Political Affairs Officer (P-3) be redeployed from the Office of the Deputy to the Chief of Political Affairs to the parliamentary support team.

87. It is proposed that one position of Political Affairs Officer (National Professional Officer) be redeployed from the Office of the Deputy to the Chief of Political Affairs to the Office of Political Affairs in Basra.

88. It is proposed that one position of Political Affairs Officer (National Professional Officer) be redeployed from the regional engagement team to the national reconciliation team.

89. It is proposed that one position of Language Assistant (Local level) be redeployed from the Office of the Chief of Political Affairs to the Office of Political Affairs in Erbil.

90. It is proposed that one position of Language Assistant (Local level) be redeployed from the Office of the Deputy to the Chief of Political Affairs to the national reconciliation team.

Electoral Assistance Office

International positions: Abolition of 1 position (P-4)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	2	4	–	–	**7**	–	–	**7**	2	5	–	**14**
Proposed 2016	–	–	–	1	2	3	–	–	**6**	–	–	**6**	2	5	–	**13**
Change	–	–	–	–	–	**(1)**	–	–	**(1)**	–	–	**(1)**	–	–	–	**(1)**

91. The Electoral Assistance Office will maintain its existing staff resources and will be headed by the Chief Electoral Adviser (D-1) and supported in Baghdad by one Senior Electoral Officer (P-5), three Electoral Officers (2 P-4, 1 National Professional Officer), two Language Assistants (Local level) and two Administrative Assistants (Local level), and in the Kurdistan region by one Senior Electoral Officer (P-5), one Electoral Officer (National Professional Officer) and one Administrative Assistant (Local level). One Electoral Officer (P-4) in New York will continue to provide support to the team in the Mission area.

Organizational changes

92. In view of the projected workload for 2016 under electoral assistance, it is proposed that one position of Electoral Officer (P-4) in Erbil be abolished and that one position of Electoral Officer (National Professional Officer) be redeployed from Baghdad to Erbil.

Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

International positions: Abolition of 2 positions (1 D-1, 1 P-5)

Creation of 1 position (P-4)

National positions: Creation of 9 positions (National Professional Officer)

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	1	–	1	2	5	5	1	15	1	–	16	20	4	–	40
Proposed 2016	–	1	–	–	1	6	5	1	14	1	–	15	29	4	–	48
Change	–	–	–	(1)	(1)	1	–	–	(1)	–	–	(1)	9	–	–	8

93. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs assumes the responsibilities of the United Nations Resident Coordinator, the United Nations Humanitarian Coordinator and the UNDP Resident Representative, and leads the United Nations country team and the humanitarian country team.

94. The immediate office of the Deputy Special Representative, based in Baghdad, will comprise the Deputy Special Representative of the Secretary-General (Assistant Secretary-General), supported by one Chief, Development and Humanitarian Affairs (D-1, funded by the Development Operations Coordination Office) and who oversees and manages all the substantive activities of the Office, one Programme Manager (P-4), two Special Assistants (1 P-4, 1 P-3), who provide day to day support to the Deputy Special Representative, one Personal Assistant (Field Service) and one Administrative Assistant (Local level).

95. The return to Iraq in 2015 of the Office for the Coordination of Humanitarian Affairs of the Secretariat enables the Office of the Deputy Special Representative of the Secretary-General to focus on the main mandate priorities, including the provision of support for national reconciliation at the local and governorate levels through stabilization in newly recaptured areas, the return of millions of displaced populations and recovery. The Office of the Deputy Special Representative also provides support for efforts to strengthen and expand social cohesion and to facilitate the humanitarian operation, currently one of the largest and most complex in the world.

96. The Office includes two units. The Field Unit will facilitate and provide support for humanitarian assistance throughout the country and for stabilization efforts in newly recaptured areas, including the safe and voluntary return of displaced populations, facilitate recovery and contribute to national reconciliation at the local level by liaising with government counterparts, and coordinate with non-governmental organizations, community-based organizations, United Nations agencies and donor partners. The Coordination Unit will provide support for high-level engagement with counterparts, partners, United Nations agencies and donors

on humanitarian facilitation, stabilization, recovery, returns and development, and will also provide support for the broad efforts of the United Nations system towards national reconciliation, helping to facilitate the engagement of United Nations agencies with the Government's national programme for national reconciliation.

97. The Field Unit will comprise four Humanitarian Affairs Officers (2 P-4, 2 P-3), based in Baghdad, Basra, Erbil and Kirkuk. The Unit will be structured around central, south and north hubs, each of which will be managed by National Professional Officers serving as hub coordinators and interlocutors with local authorities, collecting data on stabilization, recovery, returns, development and humanitarian trends, and facilitating implementation of United Nations-supported community-based activities. There will be two Humanitarian Affairs Officers (National Professional Officer) in each of the governorates of Anbar, Baghdad, Salah ad Din, Diyala, Karbala, Babil, Ninawah, Dahuk, Erbil, Suleymaniyah and Kirkuk, and one Humanitarian Affairs Officer (National Professional Officer) in each of the governorates of Qadisiyah, Wasit, Najaf, Basra, Dhi Qar, Muthanna and Maysan. Two Administrative Assistants (Local level) will be deployed to provide support for the work of the two largest hubs, in Baghdad and Erbil.

98. The Coordination Unit will comprise a Senior Programme Officer (P-5), based in Baghdad, who will serve as the link between the United Nations and the Government of Iraq within the Joint Coordination and Monitoring Centre, supported by two Humanitarian Affairs Officers (1 P-4, 1 P-3), also based in Baghdad, who will provide coordination and strategic support to the Government, and one Administrative Assistant (Local level). The Unit will also comprise two Humanitarian Affairs Officers (1 P-4, 1 P-3) and one Associate Humanitarian Affairs Officer (P-2), based in Baghdad, who will be responsible for all policy and planning frameworks, will facilitate the coordination of inter-agency and integrated activities within the United Nations Development Assistance Framework for Iraq and the Integrated Strategic Framework, and will be in charge of relations with donors, Governments and other stakeholders regarding reconstruction and development priorities. The Coordination Unit will also include two Reporting Officers (1 P-2, 1 National Professional Officer, both funded by the Development Operations Coordination Office).

Organizational changes

99. With the aim of promoting complementarity of effort throughout the United Nations system, it is proposed that the position of Chief of Development and Humanitarian Affairs (D-1) and the position of Senior Programme Officer (P-5) be abolished and that these functions be supported by the United Nations system. The position of Chief of Development and Humanitarian Affairs will be funded by the Development Operations Coordination Office and the functions of the Senior Programme Officer will be assumed by the newly established Office for the Coordination of Humanitarian Affairs in the country.

100. Given the rise of attacks with improvised explosive devices and their toll on human lives in Iraq, it is proposed that a position of Programme Manager (P-4) be created to coordinate mine action efforts in UNAMI and to provide technical support to the Government of Iraq in addressing explosive remnants of war and improvised explosive devices.

101. As the need to significantly strengthen engagement at the governorate level has been recognized, in particular in support of national reconciliation, humanitarian

assistance, stabilization and returns in newly liberated areas, it is proposed that the network of National Professional Officers be expanded within the Field Unit by adding a second National Professional Officer in 9 of the 18 governorates, namely, Anbar, Baghdad, Salah ad Din, Diyala, Karbala, Babil, Ninawah, Dahuk and Suleymaniyah.

Human Rights Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	2	6	7	–	**16**	1	–	**17**	15	10	–	**42**
Proposed 2016	–	–	–	1	2	6	7	–	**16**	1	–	**17**	15	10	–	**42**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

102. The Human Rights Office will continue to operate from the UNAMI regional offices located in Basra, Kirkuk, Erbil, Mosul and Baghdad; Human Rights Officers will be located in Mosul, Muthanna, Dhi Qar and Maysan, thus giving the Office nationwide reach.

103. The Human Rights Office will be headed by a Chief Human Rights Officer (D-1) located in Baghdad, who will ensure the delivery of the mandate of the Mission relating to human rights and the rule of law. One Senior Human Rights Officer (P-5), under the supervision of the Chief Human Rights Officer, will be responsible for daily management of the Office staff and for ensuring the delivery of human rights programmes and activities undertaken by the Office in Kirkuk and Basra. One Personal Assistant (Field Service) will provide assistance to the Chief Human Rights Officer.

104. One Human Rights Officer (P-4), assisted by three Human Rights Officers (1 P-3, 2 National Professional Officer), will implement activities on the protection of civilians and rule of law, and will contribute to a comprehensive approach to criminal justice law and policy reform in partnership with the United Nations system and other stakeholders. One Human Rights Officer (P-4), assisted by three Human Rights Officers (1 P-3, 2 National Professional Officer), in partnership with the United Nations system and Iraqi stakeholders, will deliver activities promoting the respect and protection of women from all forms of violence, the enhancement of their rights, the protection of minorities and enhancement of their rights, and transitional justice/community reconciliation. One Human Rights Officer (P-4), assisted by three Human Rights Officers (1 P-3, 2 National Professional Officer), will work in partnership with the United Nations system and Iraqi stakeholders to build the capacity of national institutions (such as the Iraqi High Commission for Human Rights, the Human Rights Committee of the Parliament and the Ministry for Human Rights) that promote the protection and respect of human rights and the rule of law in Iraq, and provide assistance to the Government with the implementation of the national action plan on human rights. Two Language Assistants (Local level) will provide assistance to international staff in the translation of documents,

correspondence and reports, and in interpretation during meetings with Iraqi interlocutors. Two Administrative Assistants (Local level) will provide assistance with the coordination of all administrative matters relating to the Human Rights Office staff in Baghdad and elsewhere in the Mission. One Database Assistant (Local level) will provide technical support to the Human Rights Office by managing the Office's database systems and overseeing the operation of the Office's website and other technical matters related to file-keeping and data storage and retrieval.

105. The Human Rights Office in Erbil will ensure delivery of the UNAMI mandate in relation to human rights issues in the Kurdistan region of Iraq. It will undertake regular coordination, liaison and training with government ministries, the Kurdistan regional parliament and other regional and judicial institutions, as well as civil society groups, including non-governmental organizations. A particular focus of the Office will be the rights of women, the rights of ethnic and religious minorities and the rule of law. The Office will be headed by one Senior Human Rights Officer (P-5), who will be responsible for managing the Office and its staff on a daily basis, identifying human rights priorities in the Kurdistan region of Iraq and implementing activities in response to those issues in consultation with the Chief Human Rights Officer. The incumbent will be supported by seven Human Rights Officers (1 P-4, 2 P-3, 4 National Professional Officer). In addition, one Human Rights Officer (National Professional Officer) will be based in Mosul, but will report to the Erbil Office on human rights issues affecting the Ninawa governorate. The Human Rights Office in Erbil will also have two Language Assistants (Local level) and one Administrative Assistant (Local level) to provide assistance to the staff of the Office with administrative matters.

106. The Human Rights Office in Basra will be headed by one Human Rights Officer (P-4), supported by three Human Rights Officers (1 P-3, 2 National Professional Officer) and one Language Assistant (Local level).

107. The Human Rights Office in Kirkuk will be headed by one Human Rights Officer (P-4), supported by three Human Rights Officers (1 P-3, 2 National Professional Officer) and one Language Assistant (Local level).

Public Information Office

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	1	1	1	**5**	–	–	**5**	**9**	**5**	–	**19**
Proposed 2016	–	–	–	1	1	1	1	1	**5**	–	–	**5**	**9**	**5**	–	**19**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

108. The Public Information Office will be headed by a Chief of Public Information and Spokesperson (D-1), supported by one Deputy Chief of Public Information and Spokesperson (P-5), both based in Baghdad.

109. In Baghdad the Office will comprise eight Public Information Officers (1 P-4, 1 P-3, 6 National Professional Officer), one Associate Public Information Officer (P-2), one Public Information Assistant (Local level) and one Administrative Assistant (Local level).

110. In Erbil the Office will comprise two Public Information Officers (National Professional Officer), one Public Information Assistant (Local level) and one Language Assistant (Local level).

111. Supervised from the Baghdad Office, the Kirkuk Office will comprise one Public Information Officer (National Professional Officer) and one Public Information Assistant (Local level).

Security Section

International positions: Abolition of 6 positions (1 P-4, 3 P-3, 2 P-2)

Reclassification of 2 positions (1 Field Service to National Professional Officer, 1 Field Service to Local level)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	7	8	4	**19**	117	–	**136**	9	120	–	**265**
Proposed 2016	–	–	–	–	–	6	5	2	**13**	115	–	**128**	10	121	–	**259**
Change	–	–	–	–	–	**(1)**	**(3)**	**(2)**	**(6)**	**(2)**	–	**(8)**	**1**	**1**	–	**(6)**

112. The safety and security of the staff of UNAMI and of the agencies, funds and programmes of the United Nations system serving in Iraq is managed, on behalf of the designated official, by the Chief Security Adviser, who is also the head of the Security Section in Iraq. The position of Chief Security Adviser (P-5) is made available by the Department of Safety and Security of the Secretariat. This coordinated and integrated approach enables the United Nations to operate in the high-risk, insecure and fluid environment of Iraq at substantially reduced risk to United Nations staff, assets and programmes. The Security Section continues to provide support for the activities of UNAMI, agencies, funds and programmes by planning, developing, coordinating and implementing all required measures to mitigate potential risks and enable programme delivery in Iraq. The security environment remains volatile and constantly changing. With the heightened profile of the United Nations associated with its humanitarian assistance efforts, the threats faced by UNAMI and agencies, funds and programmes may increase.

113. The Security Section consists of the following major components:

(a) The Office of the Chief Security Adviser, which includes the Strategic Plans and Administration Support Unit;

(b) The Deputy Chief Security Adviser, who reports to the Chief Security Adviser and oversees all the other Section components;

(c) The Security Information and Operations Centre, which comprises the Security Plans Unit, the Security Operations Centre, the Security Information Coordination Unit (with analysis, collation and acquisition cells), the Close Protection Unit, with protection teams 1 to 5, the Area Security Coordination Units in Baghdad, Erbil, Basra and Kirkuk, and the Security Unit in Kuwait;

(d) The Operational Support Coordination Unit;

(e) The Investigations Unit;

(f) The Government of Iraq Liaison Unit, which includes a pass/ID subunit;

(g) The Security Training Unit, which provides reality-based, Mission-specific, integrated security training, including the use-of-force and weapons training programmes for all close protection officers of the Section.

114. The headquarters component of the Security Section in Iraq, located in Baghdad, is headed by the Chief Security Adviser (P-5, funded by the Department of Safety and Security), who is responsible for the coordination, command, control and management of all UNAMI security staff and Mission assets, and for coordinating the effective functioning of the security cell, composed of security professionals appointed by other United Nations security management system organizations operating in Iraq. The Chief Security Adviser reports directly to the Special Representative of the Secretary-General, who is the designated official for security in Iraq. The incumbent manages all personnel and operational activities of the Mission's security component and is the primary security adviser to the designated official and the security management team. In Baghdad the Chief Security Adviser is supported by the Deputy Chief Security Adviser (P-4), the Chief of the Security Information and Operations Centre (P-4) and the Field Security Coordination Officer for Baghdad and Chief of the Security Training Unit (P-4), all funded by the Department of Safety and Security.

115. The Security Strategic Plans and Administrative Support Unit provides planning and monitoring for Mission strategic security management; develops and updates the Mission security procedures and guidelines; participates in the development and updating of Mission planning; prepares and coordinates the submission of reports and returns to United Nations Headquarters; carries out all functions related to budget and administration, including staffing matters of the Security Section in Iraq at the international and national levels; maintains close liaison and coordination with relevant Mission Support sections, including budget and human resources sections, in relation to administrative functions of the Security Section in Iraq; and serves as secretariat for the security management team. The Unit is headed by one Security Officer (P-4), who is deputized by one Associate Security Coordination Officer (P-2) and two other Security Officers (1 Field Service, 1 National Professional Officer).

116. The Security Coordination Unit, based in New York, provides support to the Security Section in Iraq by ensuring timely and continuous coordination with the United Nations Department of Safety and Security. The Unit consists of one Security Coordination Officer (P-4).

117. The Operational Support Coordination Unit provides advice to the security management team on all security enhancement matters affecting United Nations personnel and facilities; collects and analyses comprehensive security-related

information, prepares security risk assessments and recommends security mitigation risk management measures to be implemented; updates integrated security operating standard procedures and develops standards with Unit supervisors and agency security focal points; compiles all minimum operating security standard surveys submitted by field security coordination offices and reviews them for any changes needed to provide adequate security measures and procedures; reviews security enhancement issues and logistics items, and maintains necessary liaison and coordination with various sections in the Mission. The Unit is headed by one Security Officer (P-4), supported by one other Security Officer (National Professional Officer).

118. The Security Information and Operations Centre has overall responsibilities for security information management, operational planning and support for the activities of UNAMI, agencies, funds and programmes. It is headed by a Security Officer (P-4, funded by the Department of Safety and Security). The distribution of positions throughout the units and subunits and their functions are as follows:

(a) The Security Plans Unit provides planning and coordination of all operational activities of the Security Section in Iraq in close cooperation with the senior staff of UNAMI entities and other agencies. The Unit comprises two Security Officers (1 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(b) The Security Information and Operations Centre provides the management and control of the operations of the Security Section 24 hours a day, 7 days a week, serving as the Section's nerve centre for the response to operational contingencies and casualty and medical evacuation. The Centre is the coordination nucleus for major incident management, providing overall security supervision of the UNAMI facilities in coordination with the Iraqi security forces and the United Nations Guard Unit. The Centre comprises three Security Officers (Field Service) and four Security Assistants (Local level). It has one subunit, the Staff Tracking Subunit, which tracks all UNAMI and United Nations agency personnel movements within Iraq and Kuwait. The Subunit maintains and constantly updates records in relevant systems to enable quick retrieval of all required information. It analyses statistical information, prepares reports for forward planning based on those statistics, coordinates security clearance requests within the Mission area, ensuring that all requests meet minimum operating security standards, and ensures that the staff ceiling in Iraq is maintained at all times. In addition, the Subunit liaises effectively with the Offices of the Special Representative of the Secretary-General, the Deputy Special Representatives and the Chief of Staff, the Aviation and Movement Control Section and various United Nations agencies as well as the Department of Safety and Security in New York regarding staff tracking, security clearance and the staff ceiling management chart for all locations in Iraq. The Subunit comprises two Security Officers (Field Service) and one Security Assistant (Local level);

(c) The Security Information Coordination Unit is responsible for the acquisition, collation and analysis of information related to the security of UNAMI staff and assets, having information links with all relevant organizations associated with the United Nations. It participates in inter-organizational security discussions, workshops and briefings, collects information, assesses the security situation, determines security issues, develops and disseminates security warnings, and articulates security information for the securi*y management team and other United

Nations staff. In addition, the Unit develops and maintains a security incident database and compiles daily/weekly and periodical security situation reports, issues UNAMI threat/risk maps and participates in security risk assessment missions. The Unit collects information through trained staff members, who are located in the regional Security Section offices. The Unit is headed by an Information Analyst (P-4) and has three cells:

(i) The Acquisition Cell provides timely, accurate and actionable security threat information to United Nations personnel and programme managers in Iraq and maintains a professional liaison with internal and external interlocutors. It comprises two Security Officers (1 Field Service, 1 National Professional Officer) and one Security Assistant (Local level);

(ii) The Collation Cell is responsible for collation of security liaison with sources and stakeholders, and for maintaining key incidents databases (geographic information system, information technology and security-level system). It continually reviews and improves security information to suit the changing Mission environment and clients' information needs. Moreover, the Cell is responsible for disseminating security information to customers and a variety of end-users through written, verbal and visual methods and formats, providing daily, weekly and fortnightly briefs to the Chief Security Adviser, United Nations personnel, the security management team and security officers' working groups, and maintaining a professional liaison with internal and external interlocutors. The Cell comprises one Security Officer (Field Service) and one Security Assistant (Local level);

(iii) The Analysis Cell provides analytical support to the Chief Security Adviser for planning missions to Iraq by assisting agencies, funds and programmes of the United Nations system with forward operational planning, coordination and continued security backing to teams on the ground in Baghdad. It is also responsible for processing and analysing security information for situational awareness and potential threats, preparing high-quality information products and monitoring and conducting analyses of major security information trends and indicators. The Cell comprises three Security Officers (2 Field Service, 1 National Professional Officer) and two Security Assistants (Local level);

(d) The Close Protection Unit, located in Baghdad, provides effective, efficient and professional personal protective security services to all personnel of the United Nations, specialized agencies, funds and programmes in order to ensure their personal security and safety, and to secure their working environment in all regions of Iraq and Kuwait. The Unit is headed by one Security Coordination Officer (P-3), supported by one Security Officer (Field Service). There are five protection teams in Baghdad under the Unit. Each team has a team leader, a deputy team leader and team members:

(i) Close protection team 1 is assigned primarily to provide close protection for all the movements of the Special Representative of the Secretary-General, both in and outside the country, in accordance with the current risk assessment. When the Special Representative is out of the Mission area, team 1 is tasked to provide protective support for the movements of all United Nations country team members, UNAMI personnel and visiting United Nations dignitaries on Red Zone missions. It also provides additional support

to other close protection teams, as needed. The team consists of 14 Close Protection Officers (Field Service) and two Security Assistants (Local level);

(ii) Close protection team 2 is assigned primarily to provide close protection for all the movements and activities in-country of the two Deputy Special Representatives of the Secretary-General. When the Deputies are out of the country, team 2 is tasked to provide support to United Nations country team and UNAMI substantive staff missions in the Red Zone. It also provides additional support to other close protection teams, as needed. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level);

(iii) Close protection team 3 is assigned primarily to provide support to all UNAMI substantive staff members. It also provides close protection to high profile United Nations visitors and dignitaries, and conducts prior site surveys and reconnaissance of sites for missions in and outside Baghdad. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level);

(iv) Close protection team 4 is primarily tasked to provide protection to the routine armoured buses (Hippo) and air operations, and support for logistics, runs and shuttles to the Baghdad airport commercial terminal for all incoming and outgoing UNAMI and United Nations country team staff members with the mobile security detail. It also provides support to all Red Zone missions with other close protection teams, as required. The team consists of 14 Close Protection Officers (Field Service) and 1 Security Assistant (Local level);

(v) Close protection team 5 functions primarily as the quick reaction team in response to security incidents or emergencies involving United Nations staff members or property. It serves as a readily available standby team for search and rescue operations. The team consists of 14 Close Protection Officers (Field Service) and one Security Assistant (Local level);

(e) The Area Security Coordination Unit in Baghdad is responsible for security coordination operations within the central region and is headed by one Security Officer (P-4), supported by one deputy Security Officer (P-3), two Security Officers (1 Field Service, 1 National Professional Officer) and one Security Assistant (Local level, funded by the Department of Safety and Security) in Diyala. It has four subunits:

(i) The Premises Security Subunit, which is in charge of UNAMI compounds (i.e., Diwan, Tamimi, the logistics base and the D-2 compound). The Subunit comprises three Security Officers (Field Service) and 35 Security Assistants (Local level);

(ii) The Radio Room, which is primarily responsible for maintaining radio communications at all times, comprises eight Radio Operators (Local level);

(iii) The Fire Safety Subunit, which is responsible for maintaining fire safety at United Nations facilities, works in close collaboration with the Fire Safety Subunits at other locations and conducts fire safety training for all staff. The Subunit comprises one Security Officer (National Professional Officer) and one Fire Safety Assistant (Local level);

(iv) The Baghdad International Airport Subunit, which is responsible for the operations at the airport's operational hub, comprises one Security Officer (Field Service) supported by one Security Officer (National Professional Officer). It has two smaller Subunits: the Operations Subunit, comprising one Security Assistant (Local level), which provides operational support and premises security; and the Fire Safety Subunit, comprising one Fire Safety Assistant (Local level), which ensures fire safety and conducts general fire safety training for staff members;

(f) The Area Security Coordination Unit in Erbil is responsible for operations at the Kurdistan region of Iraq operational hub and will be headed by one Security Officer (P-4, funded by the Department of Safety and Security), who acts as the Field Security Coordination Officer for the Kurdistan region of Iraq. The incumbent is supported by one Security Officer (P-3), who acts as a Deputy and Security Awareness Induction Training Coordinator, and one Administrative Assistant (Local level). The Unit has eight subunits:

(i) The Operations Subunit, which provides operational support, comprises two Security Officers (1 Field Service, 1 National Professional Officer) and two Security Assistants (Local level);

(ii) The Premises Security Subunit, which is responsible for providing security for United Nations facilities within the area of responsibility, comprises two Security Officers (Field Service) and 18 Security Assistants (Local level);

(iii) The Fire Safety Subunit, which is responsible for ensuring fire safety of the premises and conducting general fire safety training for staff members, comprises one Fire Safety Assistant (Local level);

(iv) The Security Information Subunit, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Associate Security Officer (P-2), supported by one Security Officer (National Professional Officer);

(v) The Radio Room, which is responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);

(vi) The Security Training Administration Subunit, which is responsible for providing administrative support by liaising with the host government authorities and coordinating the arrival and training schedule of newly recruited staff members, comprises one Security Assistant (Local level);

(vii) The Security Subunit in Dohuk, which comprises one Security Officer (P-4) and one Security Assistant (Local level), both funded by the Department of Safety and Security;

(viii) The Security Subunit in Sulaymaniah, which comprises one Security Officer (P-3) and one Security Assistant (Local level), both funded by the Department of Safety and Security;

(g) The Area Security Coordination Unit in Kirkuk is responsible for operations at the Kirkuk operational hub and is headed by one Security Officer (P-4), supported by one other Security Officer (P-3). It has five subunits:

(i) The Operations Subunit, which provides operational support, comprises two Security Assistants (Local level);

(ii) The Close Protection Team Subunit, which is assigned primarily to provide protective support to all United Nations missions, activities and programmes in northern Iraq, to logistics runs and personnel shuttles from Kirkuk to Erbil, and to all United Nations dignitaries visiting Kirkuk on official business, comprises 10 Close Protection Officers (Field Service) and one Security Assistant (Local level);

(iii) The Fire Safety Subunit, which is responsible for ensuring fire safety of the premises and conducting general fire safety training for regional staff members, comprises one Fire Safety Assistant (Local level);

(iv) The Security Information Subunit, which is responsible for security information gathering, collation, assessment and analysis, comprises one Security Officer (Field Service);

(v) The Radio Room, which is primarily responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);

(h) The Area Security Coordination Unit in Basra is responsible for operations at the Basra operational hub and is headed by one Security Officer (P-3, funded by the Department of Safety and Security), supported by one other Security Officer (P-3). It has five subunits:

(i) The Operations Subunit, which provides operational support, comprises one Security Officer (Field Service) and two Security Assistants (Local level, one of whom is funded by the Department of Safety and Security);

(ii) The Security Liaison Team, which is assigned primarily to provide protective support to all United Nations missions in the Red Zone in southern Iraq and to all United Nations dignitaries visiting the Basra region for official business, comprises six Security Officers (Field Service) and one Security Assistant (Local level);

(iii) The Fire Safety Subunit, which is responsible for ensuring fire safety of the premises and conducting general fire safety training for regional staff members, comprises one Fire Safety Assistant (Local level);

(iv) The Security Information Subunit, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Assistant (Local level);

(v) The Radio Room, which is primarily responsible for maintaining radio communications at all times, comprises six Radio Operators (Local level);

(i) The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country and the designated official for Kuwait. The Unit comprises five Security Assistants (Local level).

119. The Investigations Unit is responsible for initiating and conducting investigations concerning the loss/theft/illegal use of United Nations-owned equipment, traffic accidents and improper conduct of United Nations staff. The Unit comprises two Security Officers (Field Service) and one Security Assistant (Local level).

120. The Government of Iraq Liaison Unit is responsible for carrying out necessary liaison functions with the relevant offices and entities of the Government of Iraq and facilitates the operations of the Security Section. The Unit comprises one Security Officer (Field Service), supported by two Security Assistants (Local level, one of whom is funded by the Department of Safety and Security). It has one subunit, the ID and Pass Subunit, which is responsible for organizing the identification cards for United Nations staff members and contractors, providing badges for visitors and liaising with security authorities of the host Government concerning issues of special identification badges for United Nations personnel. It comprises two Security Assistants (Local level).

121. The Security Training Unit is responsible for determining training requirements for the Security Section in Iraq and conducting and facilitating relevant in-house training programmes. A major aspect of training activities is the delivery of safe and secure approaches in field environment training to new staff members, emergency trauma bag training and firearms qualification and requalification of the close protection teams and security officers. The Unit, which is based in Baghdad, is headed by a Security Officer (P-4, funded by the Department of Safety and Security), and is supported by a Deputy Security Officer (Field Service), three Security Training Officers (Field Service) and one Administrative Assistant (Local level).

Organizational changes

122. It is proposed that one position of Security Officer (P-4) be abolished in the Area Security Coordination Unit in Erbil, as the Department of Safety and Security will fund one position of Security Officer (P-4).

123. In line with the Mission's requirements, it is proposed that the following be abolished: one position of Coordination Officer (P-3) in the Security Plans Unit; one position of Security Officer (P-3) in the Collation Cell; one position of Security Officer (P-3) in the Analysis Cell; one position of Associate Security Officer (P-2) in the Acquisition Cell; and one position of Associate Security Coordination Officer (P-2) in the Security Strategic Plans and Administrative Support Unit.

124. In order to build local capacity, it is proposed that one position of Security Officer in the Fire Safety Subunit in the Area Security Coordination Unit in Baghdad be reclassified from Field Service to National Professional Officer and one position of Security Officer (Field Service) in the Security Unit in Kuwait be reclassified to Security Assistant (Local level).

125. In line with the increased number of staff in Erbil, it is proposed that one position of Security Officer (Field Service) be relocated from the Security Plans Unit to Erbil and two positions of Security Officer (Field Service) be relocated from the Security Operations Centre to Erbil.

B. Mission Support

126. In 2016 the Mission Support component will continue to be focused on the progressive alignment of its organizational structures with the new service delivery model, established under the global field support strategy. To this end, UNAMI intends to continue the reorganization of existing resources initiated in 2015 and to make structural changes that will yield improved practices and enhance the

effectiveness and efficiency of the Mission Support resources. The Mission Support management team will remain focused on location-dependent, in-Mission critical functions, while being better structured to provide enhanced quality service, advice and support to the Special Representative of the Secretary-General for the fulfilment of the Mission's mandate.

Office of the Chief of Mission Support

	Professional and higher categories								*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	1	1	2	6	–	**10**	6	–	**16**	–	6	–	**22**
Proposed 2016	–	–	–	1	1	2	6	–	**10**	6	–	**16**	–	6	–	**22**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

127. The Office of the Chief of Mission Support will continue to head the Mission Support component, while reporting to the Special Representative of the Secretary-General. The Chief of Mission Support (D-1) provides strategic advice to the senior Mission leadership team on the necessary managerial, logistical and administrative support required to implement the Mission's mandate. As a member of the Mission's senior management team, the incumbent participates in the Mission planning process, with particular attention to support areas, and contributes towards a coordinated approach to ensure consistency in the implementation of the Mission's mandate. The Chief of Mission Support ensures that the Mission's budget, human resources and assets are optimally allocated to support mandate implementation throughout all Mission components and guides any reprioritization of resources during the budget period, in line with priorities that support effective implementation of the Mission's mandate. The incumbent oversees reporting methodology for budget and performance in accordance with the results-based budgeting guidelines and is responsible for the implementation of the global field support strategy, including a commitment to supply chain management and shared services that make possible efficiency in operations. Moreover, the Chief of Mission Support is responsible for the establishment of a set of robust policies, procedures, practices and standards that are consistent with United Nations regulations and rules. The incumbent is responsible for responding to audits and to the Management Evaluation Unit, and for coordinating the training of all staff in the Mission. The immediate Office will comprise the Chief of Mission Support (D-1), one Senior Project Officer (P-5), who will oversee the activities funded from the trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad, two Administrative Officers (1 P-4, 1 P-3) and one Administrative Assistant (Field Service).

128. The Chief of Mission Support will be represented in each regional hub by:

(a) One Regional Mission Support Officer (P-3), supported by two Administrative Assistants (Local level), in Erbil;

(b) One Regional Mission Support Officer (P-3) in Kirkuk.

129. The Budget and Finance Unit is responsible for implementing budgetary policies and procedures, preparing the Mission's budget, monitoring and implementing the approved budget, and preparing various reports and analyses. It will be headed by the Chief of Budget and Finance (P-4), based in Baghdad, supported by a Budget and Finance Officer (P-3), based in Erbil, a Budget Officer (Field Service), based in Baghdad, three Finance Assistants (1 Field Service, based in Baghdad, 1 Local level, based in Baghdad, and 1 Local level, based in Erbil) and one Administrative Assistant (Local level), based in Baghdad.

130. The Contract Management Unit, based in Baghdad, will oversee and manage the Mission's contracts. The Unit will be headed by one Contract Management Officer (P-3), supported by one Administrative Assistant (Local level).

131. The Information Management Unit is responsible for tracking all incoming and outgoing correspondence, including code cables, faxes, time-sensitive requests from the Management Evaluation Unit and other internal correspondence addressed to the Chief of Mission Support. The Unit will comprise two Information Management Assistants (Field Service), based in Baghdad.

132. The Planning, Monitoring and Compliance Unit, which reports to the Chief of Mission Support, will undertake comprehensive planning in all areas of Mission Support, while consolidating the monitoring, coordination and compliance functions to ensure that the Mission adheres to all administrative circulars, directions and reports from the Board of Auditors and the Office of Internal Oversight Services, among others. It will review, as applicable, all audit observations submitted and reports of the Board of Inquiry, and draft appropriate responses in consultation with the Chief of Mission Support. It will also monitor the implementation of recommendations made by the Board of Inquiry. The Unit will be headed by one Planning Officer (P-3), assisted by one Administrative and Compliance Officer (Field Service), based in Baghdad.

Office of the Deputy Chief of Mission Support

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	1	–	–	–	1	2	–	3	–	3	–	6
Proposed 2016	–	–	–	–	1	–	–	–	1	2	–	3	–	3	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

133. In line with the global field support strategy, the position of Chief Administrative Officer was replaced in 2015 by the position of Deputy Chief of Mission Support. As part of the continuation of the reorganization, the Deputy Chief of Mission Support will oversee the following entities: the Medical Services Section; the Staff Counselling and Welfare Unit; the Human Resources Section; the Training Section; the Facilities Management and Services Section; the Procurement Section and the Property Management Section.

134. The immediate Office of the Deputy Chief of Mission Support in Baghdad will comprise the Deputy Chief of Mission Support (P-5), supported by one Administrative Assistant (Field Service). The Office will have two units: the Visa Liaison Unit, in Kuwait, comprising one Liaison Assistant (Local level); and the Travel and Visa Unit, in Baghdad, comprising one Travel Assistant (Field Service) and two Liaison Assistants (Local level).

Organizational changes

135. In order to handle the increased volume of visa applications arising from new requirements regarding travel into Iraq for both the United Nations Guard Units and civilian staff, it is proposed that one position of Liaison Assistant (Local level) be redeployed from Kuwait to Baghdad.

Medical Services Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	4	–	**5**	**4**	–	**9**	–	3	–	**12**
Proposed 2016	–	–	–	–	–	1	4	–	**5**	**4**	–	**9**	–	3	–	**12**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

136. The Medical Services Section is responsible for the health, medical care and well-being of civilian personnel, and will coordinate and deliver medical services and organize health maintenance and preventive medical care for all UNAMI personnel. The Section will also coordinate medical and casualty evacuations, both inside and outside the Mission area, and plan for medical contingencies.

137. In Baghdad the Section will be headed by one Chief Medical Officer (P-4), supported by one Medical Officer (P-3), one Pharmacist (P-3), one Laboratory Technician (Field Service), one Nurse (Field Service), one Administrative Assistant (Field Service) and two other Nurses (Local level).

138. In Kirkuk the level I clinic will be supported by one Medical Officer (P-3) and one Nurse (Field Service).

139. In Erbil the level I clinic will be supported by one Medical Officer (P-3) and one Nurse (Local level).

Organizational changes

140. It is proposed that one position of Medical Officer (P-3) be redeployed from Baghdad to Erbil in line with the increased number of staff in Erbil.

Staff Counselling and Welfare Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	1	–	2	–	–	2	1	–	–	3
Proposed 2016	–	–	–	–	–	1	1	–	2	–	–	2	1	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

141. The main aim of the Staff Counselling and Welfare Unit is to promote the welfare and psychological and social well-being of the staff. The Unit will be headed by a Staff Counsellor (P-4), based in Baghdad, supported by one Welfare Officer (National Professional Officer) in Baghdad and one Staff Counsellor (P-3) in Erbil.

Human Resources Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	–	–	1	5	–	6	–	3	–	9
Proposed 2016	–	–	–	–	–	1	–	–	1	5	–	6	–	3	–	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

142. The Chief of Human Resources (P-4), based in Baghdad, is the functional adviser on human resources policies and practices in the Mission and maintains an active dialogue with the Kuwait Joint Support Office to ensure that Mission personnel receive timely and effective service. The transactional human resources functions for international staff will continue to be performed under the Kuwait Joint Support Office in line with the global field support strategy. The Chief of Human Resources will be supported by two Human Resources Assistants (1 Field Service, 1 Local level). The Section will be organized into three units and a cell, as follows:

(a) The Specialist Support Unit, based in Baghdad, will deal with critical strategic areas in planning, quality assurance, staff management relations, administration of justice, civilian staffing reviews, career management and counselling and staff development, and will be supported by one Human Resources Officer (Field Service) and one Human Resources Assistant (Local level);

(b) The Recruitment Unit, based in Baghdad, will be responsible for the full range of recruitment and staffing for civilian staff up to the selection decision, and

will be supported by one Recruitment Officer (Field Service) and one Recruitment Assistant (Local level);

(c) The Client Support Desk Unit, based in Erbil, will liaise with the Kuwait Joint Support Office and with regional offices, and will provide advice to staff members about their benefits and entitlements. The Unit will be supported by one Human Resources Assistant (Field Service);

(d) The Organizational Management Cell will be responsible for maintaining staffing tables, vacancy reports and human resources information management and reporting. It will be staffed with one Human Resources Assistant (Field Service), based in Erbil.

Organizational changes

143. In view of the workload of the units, it is proposed that one position of Human Resources Assistant (Local level) be redeployed from the Client Support Desk Unit to the Specialist Support Unit.

Training Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	–	–	1	1	–	2	1	2	–	5
Proposed 2016	–	–	–	–	–	1	–	–	1	1	–	2	1	2	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

144. The Training Section is responsible for implementing the United Nations learning and development policy to address skill gaps and facilitate the career growth and development of UNAMI staff members. It coordinates the delivery of internal and external training courses, and guides programme managers in the implementation of the Mission learning plan. It also administers induction courses and monitors staff compliance with completing United Nations mandatory courses.

145. The Chief Training Officer (P-4), based in Erbil, will be supported by one Staff Development Officer (Field Service) and one Staff Development Assistant (Local level), based in Erbil, and by one Staff Development Officer (National Professional Officer), based in Baghdad.

146. In Kuwait the Section comprises one Staff Development Assistant (Local level).

Facilities Management and Services Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	–	–	–	–	6	–	6	–	13	–	19
Proposed 2016	–	–	–	–	–	–	–	–	–	6	–	6	–	13	–	19
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

147. The Facilities Management and Services Section will be responsible for the provision of contractual services for cleaning, laundry, gym maintenance, garbage collection, sewage removal and mail and pouch, courier and accommodation services in support of staff members at all the locations.

148. The Section will be headed by a Chief of Facilities Management and Services (Field Service), based in Baghdad, who will be supported by eight Facilities Management and Services Assistants (2 Field Service, 6 Local level) and one Mail and Pouch Assistant (Local level).

149. At the Baghdad International Airport, the Section will be supported by one Facilities Management and Services Assistant (Field Service). In Kuwait the Section will be supported by one Facilities Management and Services Assistant (Local level) and two Mail and Pouch Assistants (Local level). In Erbil the Section will be supported by three Facilities Management and Services Assistants (1 Field Service, 2 Local level) and one Mail and Pouch Assistant (Local level). In Kirkuk the Section will be supported by one Facilities Management and Services Assistant (Field Service).

Organizational changes

150. In line with the increased presence of the Mission in Erbil, it is proposed that one position of Facilities Management Services Assistant (Local level) be relocated from Baghdad to Erbil.

Procurement Section

International positions: Reclassification of 1 position (P-3 to National Professional Officer)

National positions: Abolition of 1 position (Local level)

	Professional and higher categories									General Service and related categories			National staff			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	1	–	2	4	–	6	–	15	–	21
Proposed 2016	–	–	–	–	–	1	–	–	1	4	–	5	1	14	–	20
Change	–	–	–	–	–	–	(1)	–	(1)	–	–	(1)	1	(1)	–	(1)

151. The Procurement Section ensures the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in accordance with the Financial Regulations and Rules of the United Nations, the Procurement Manual and the ethical standards of the Organization.

152. The Chief Procurement Officer (P-4), based in Baghdad, will ensure that the Section implements United Nations procurement procedures properly.

153. The main Procurement Section will consist of four units, as follows:

(a) Unit 1, based in Baghdad, will be responsible for the purchase of goods and services for the Engineering Section, the Property Management Section and the Facilities Management and Services Section, and for the sale of written-off United Nations property in central and southern Iraq. The Unit will be headed by one Procurement Officer (Field Service), supported by four Procurement Assistants (1 Field Service, 3 Local level);

(b) Unit 2, based in Baghdad, will be responsible for the purchase of goods and services for the Geospatial, Information and Telecommunications Technology Section, the Security Section, the Surface Transport Section and the Aviation and Movement Control Section in central and southern Iraq. The Unit will be headed by one Procurement Officer (Field Service), supported by four Procurement Assistants (Local level);

(c) Unit 3, based in Erbil, will process all the requirements for the purchase of goods, contracting of services and sale of written-off United Nations property in northern Iraq. The Unit will be headed by one Procurement Officer (Field Service), supported by one Procurement Officer (National Professional Officer) and one Procurement Assistant (Local level);

(d) Unit 4, based in Kuwait, will be responsible for purchases of goods and the sale of written-off United Nations property in Kuwait, expediting vendor deliveries, archiving and statistics reporting. The Unit will be headed by one Procurement Assistant (Local level), supported by five Procurement Assistants (Local level).

Organizational changes

154. In line with the workload of the Section, it is proposed that one position of Procurement Officer (Field Service) be relocated from Kuwait to Erbil and one position of Procurement Assistant (Field Service) be relocated from Erbil to Baghdad, and that one position of Procurement Assistant (Local level) be abolished in Erbil.

155. In order to build local procurement capacity in Iraq, it is proposed that one position of Procurement Officer be reclassified from P-3 to National Professional Officer.

Property Management Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	–	–	**1**	7	–	**8**	–	14	–	**22**
Proposed 2016	–	–	–	–	–	1	–	–	**1**	7	–	**8**	–	14	–	**22**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

156. The Property Management Section will be responsible for the provision of a wide range of support services regarding property management to multiple stakeholders in the Mission. Such services will include property control and inventory, receipt and inspection of goods, claims processing, property survey board, assets disposal and fixed assets management.

157. The Chief of the Property Management Section (P-4), located in Baghdad, who will be responsible for the day-to-day supervision of the Section, will be supported by one Property Management Officer (Field Service) and one Fixed-Asset Management Officer (Field Service) in Baghdad.

158. The Property Control and Inventory Unit will be headed by a Property Control and Inventory Assistant (Field Service), supported by two Property Control and Inventory Assistants (Local level) in Baghdad, three Property Control and Inventory Assistants (Local level) in Kuwait and one Property Control and Inventory Assistant (Local level) in Erbil.

159. The Receiving and Inspection Unit will be headed by one Receipt and Inspection Supervisor (Field Service), supported by two Receipt and Inspection Assistants (Local level) in Baghdad, one Receipt and Inspection Assistant (Local level) in Kuwait and three Receipt and Inspection Assistants (1 Field Service, 2 Local level) in Erbil.

160. The Claims and Property Survey Board Unit will be headed by one Claims Assistant (Field Service) in Baghdad, supported by two Claims Assistants (Local level) in Kuwait.

161. The Property Disposal Unit will be headed by one Property Disposal Supervisor (Field Service), supported by one Property Disposal Assistant (Local level) in Baghdad.

Organizational changes

162. In line with the increased presence of the Mission in Erbil, it is proposed that one position of Receiving and Inspection Assistant (Field Service) be relocated from Baghdad to Erbil.

Acquisition Management Section

International positions: Outward redeployment of 4 positions (Field Service) to the Central Warehouse Section

National positions: Abolition of 9 positions (Local level)

Outward redeployment of 5 positions (Local level) to the Central Warehouse Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	–	–	–	–	4	–	4	–	14	–	18
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	(4)	–	(4)	–	(14)	–	(18)

163. In an effort to streamline business and operational processes further with the aim of achieving improved service delivery, the Acquisition Management Section that was created in 2015 will be merged into the Central Warehouse Section, thus consolidating the processes of planning, acquisition of life support and major supply items, warehousing and inventory, and asset management under one management, with a reduction of posts no longer required.

Organizational changes

164. Following the merger of the Acquisition Management Section into the Central Warehouse Section, it is proposed that two positions of Contract Management Officer (Field Service), one position of Contract Management Assistant (Field Service), one position of Supply Assistant (Field Service) and five positions of Supply Assistant (Local level) be redeployed to the Central Warehouse Section. It is also proposed that three positions of Contract Management Assistant (Local level) and six positions of Supply Assistant (Local level) be abolished.

Office of the Chief of Supply Chain Management and Service Delivery

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	1	–	1	–	2	–	–	2	–	3	–	5
Proposed 2016	–	–	–	–	1	–	1	–	2	–	–	2	–	3	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

165. The Chief of Supply Chain Management and Service Delivery has all-around visibility and management responsibility for the acquisition, storage, issuance, management and service delivery processes to ensure streamlined acquisition and service delivery activity. The supply chain management and service delivery pillar will include the Central Warehouse Section, the Engineering Section, the Surface Transport Section, the Aviation and Movement Control Section, and the Geospatial, Information and Telecommunications Technology Section.

166. The pillar will be headed by a Chief of Supply Chain Management (P-5), based in Baghdad, supported by one Administrative Assistant (Local level). The Logistics and Contingent-owned Equipment Unit will manage the provision of all support to the United Nations Guard Unit. It will coordinate all the rotations of the guard units and liaise with sections of the Mission to ensure that the necessary support is provided to the contingents in line with the memorandum of understanding of troop-contributing countries. The Unit will be headed by a Logistics Officer (P-3), based in Baghdad, supported by two Administrative Assistants (Local level).

Central Warehouse Section

International positions: Inward redeployment of 4 positions (Field Service) from the Acquisition Management Section

National positions: Inward redeployment of 5 positions (Local level) from the Acquisition Management Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	–	–	1	5	–	6	2	21	–	29
Proposed 2016	–	–	–	–	–	1	–	–	1	9	–	10	2	26	–	38
Change	–	–	–	–	–	–	–	–	–	4	–	4	–	5	–	9

167. As mentioned earlier, in 2016, in an effort to further streamline business and operational processes with the aim of achieving improved service delivery, the Acquisition Management Section that was created in 2015 will be merged into the Central Warehouse Section, thus consolidating the processes of planning, acquisition of life support and major supply items, warehousing and inventory, and asset management under one management, with a reduction of posts no longer required.

168. The Central Warehouse Section will be headed by a Chief of the Central Warehouse Section (P-4), based in Baghdad, and will consist of three units: the Requisitioning and Contract Administration Unit; the Warehouse Unit; and the Fuel Unit.

169. The main function of the Requisitioning and Contract Administration Unit will be to develop the Central Warehouse Section annual acquisition plan from the approved budget and initiate procurement in line with the Section's needs in the performance of its immediate functions. The Unit will also administer the supply contracts to ensure that vendors deliver the right goods and commodities and that the Mission maximizes the discounts received through timely payment. It will liaise with the Warehouse Unit to avoid overstocking and initiate write-off owing to obsolescence. The Requisitioning and Contract Administration Unit will be based in Erbil and headed by a Contract Administration Officer (Field Service), supported by four Contract Administrative Assistants (2 Field Service, 2 Local level).

170. The main function of the Warehouse Unit will be to consolidate the different specialized warehouses into a central warehouse with smaller regional depots close to the Mission's areas of operation. This activity will entail not only physical accountability for assets, but also accountability for the level of service delivery, measured by the readiness to provide quality goods and the quality data reporting necessary to enable management oversight. The Warehouse Unit will be charged with centrally managing the Mission's goods and commodities for issuance to the end-users. In Baghdad the Unit will report directly to the Chief of the Central Warehouse Section. It will comprise one Warehouse Assistant (Field Service), two Inventory and Supply Assistants (Field Service), eight Warehouse Assistants (Local level), four Supply Assistants (Local level) and three Inventory and Supply Assistants (Local Level), all based in Baghdad. In Kuwait the Unit will be supported by two Warehouse Assistants (Local level). At the Baghdad International Airport, the Unit will comprise one Warehouse Assistant (Field Service). In Erbil the Unit will comprise five Warehouse Assistants (2 Field Service, 3 Local level) and one Warehouse Officer (National Professional Officer). In Kirkuk the Unit will comprise one Warehouse Assistant (Local level).

171. The main function of the Fuel Unit will be to manage the provision of fuel for vehicles and generators. In Baghdad the Unit will comprise one Fuel Officer (National Professional Officer), assisted by one Fuel Assistant (Local level). At the Baghdad International Airport, it will comprise one Fuel Assistant (Local level). In Erbil the Unit will comprise one Fuel Assistant (Local level).

Organizational changes

172. Following the merger of the Acquisition Management Section into the Central Warehouse Section, it is proposed that two positions of Contract Management Officer (Field Service), one position of Contract Management Assistant (Field

Service), one position of Supply Assistant (Field Service) and five positions of Supply Assistant (Local level) be redeployed from the Acquisition Management Section.

Engineering Section

International positions: Abolition of 1 position (Field Service)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	2	–	**3**	3	–	**6**	–	33	–	**39**
Proposed 2016	–	–	–	–	–	1	2	–	**3**	2	–	**5**	–	33	–	**38**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	–	**(1)**

173. The Engineering Section is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises; for construction-related projects that include new building structures, refurbishment, repairs and improvement of existing structures, security installations and utility infrastructures, such as the power generation and distribution system, the heat, ventilation and air-conditioning system, the water supply and distribution system, and the wastewater treatment and disposal system.

174. The Chief Engineer (P-4), based in Baghdad, will be supported by one Administrative Assistant (Local level), one Engineer (P-3), five Electricians (Local level), three Plumbers (Local level), one Water Sanitation Engineer (Local level), two Generator Operators (Local level), one Generator Mechanic (Local level), two Masons (Local level), four Heating, Ventilation and Air-Conditioning Technicians (Local level) and two Carpenters (Local level).

175. At the Baghdad International Airport, the Section will be supported by one Engineer (Field Service), one Plumber (Local level), one Building Management Assistant (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

176. The Section in Kuwait will be supported by one Assistant Engineer (Local level).

177. The Section in Erbil will be supported by one Engineer (P-3), one Generator Mechanic (Local level), one Carpenter (Local level), one Assistant Engineer (Local level), one Plumber (Local level), one Electrician (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

178. The Section in Kirkuk will be supported by one Engineering Assistant (Field Service), one Heating, Ventilation and Air-Conditioning Technician (Local level) and one Building Management Assistant (Local level).

Organizational changes

179. In order to further consolidate resources and reduce costs without affecting the delivery of services, it is proposed that one position of Civil Engineer (Field Service) be abolished.

Surface Transport Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	–	–	1	6	–	7	–	47	–	**54**
Proposed 2016	–	–	–	–	–	1	–	–	1	6	–	7	–	47	–	**54**
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

180. The Surface Transport Section provides ground transportation facilities and services to all staff members and military contingents in all UNAMI locations. It also provides select transport services to the United Nations country team on a cost reimbursement basis. The Chief Transport Officer (P-4), based in Baghdad, will be supported by 10 Vehicle Technicians (2 Field Service, 8 Local level), 1 Transportation Officer (Field Service), 2 Transport Assistants (Local level), 2 Dispatchers (Local level), 8 Heavy Duty Vehicle Operators (Local level), 7 Drivers (Local level) and 1 Administrative Assistant (Local level).

181. The Transport Unit at the Baghdad International Airport will be supported by one Transport Officer (Field Service) and one Vehicle Technician (Local level).

182. In Kuwait the Transport Unit will be supported by one Transport Assistant (Local level), two Drivers (Local level) and one Vehicle Technician (Local level).

183. The Transport Unit in Erbil will be supported by one Transport Officer (Field Service), one Transport Assistant (Local level), one Heavy Duty Vehicle Operator (Local level), five Drivers (Local level), three Vehicle Technicians (Local level) and one Dispatcher (Local level).

184. The Transport Unit in Kirkuk will be supported by one Transport Officer (Field Service) and one Vehicle Technician (Local level).

185. The Transport Unit in Basra will be supported by one Vehicle Technician (Local level) and one Driver (Local level).

Organizational changes

186. In line with the increased presence of the Mission in Erbil, it is proposed that one position of Vehicle Technician and one position of Driver be relocated from Baghdad to Erbil, one position of Driver be relocated from the Baghdad International Airport to Erbil and one position of Driver be relocated from Basra to Erbil.

Aviation and Movement Control Section

International positions: Abolition of 2 positions (1 P-3, 1 Field Service)

Inward redeployment of 6 positions (Field Service) from the Movement Control Section

Reclassification of 1 position (Field Service, to National Professional Officer)

National positions: Inward redeployment of 12 positions (Local level) from the Movement Control Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	2	1	**4**	10	–	**14**	–	6	–	**20**
Proposed 2016	–	–	–	–	–	1	1	1	**3**	14	–	**17**	1	18	–	**36**
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	**4**	–	**3**	**1**	**12**	–	**16**

187. The plan included in the 2015 budget proposal to separate the air operations and movement control components of the Aviation Section was discontinued after a detailed internal review, taking into consideration the benefit of promoting the merger of like functions and the streamlining of reporting lines. Among other issues, it was recognized that additional staffing would be required to form a second management capability to address several new functions in the two new sections that were previously integrated and performed by one staff member. Consequently, in 2016 the Movement Control Section will be merged into the Aviation and Movement Control Section.

188. The Department of Field Support Air Transport Manual provides specific guidance regarding the functions, roles and tasks to be carried out by the Aviation Section, and guidance as to the staffing levels and numbers necessary to accomplish these functions, roles and tasks. The Aviation Section is responsible for the supervision of the operations and services provided by the contracted vendors for one fixed-wing and two rotary aircraft.

189. The Section will be responsible for the planning and management of the Mission's aviation and movement control operations. It will be headed by the Chief Aviation Officer (P-4), based at the Baghdad International Airport, supported by an Air Operations Assistant (Field Service) and an Administrative Assistant (Local level). It will comprise an Air Operations Unit, an Airfield Management Unit, a Movement Coordination Centre and a Technical Compliance and Quality Assurance Unit.

190. The Air Operations Unit will be headed by one Air Operations Officer (P-3), based at the Baghdad International Airport, supported by one Air Operations Officer (National Professional Officer) and three Air Operations Assistants (2 Field Service, 1 Local level).

191. The Airfield Management Unit will be headed by one Air Operations Officer (Field Service), based at the Baghdad International Airport, supported by three Air Operations Assistants (2 Field Service, 1 Local level).

192. The Movement Coordination Centre will be headed by a Movement Control Officer (Field Service), supported by four Movement Control Assistants (2 Field Service, 2 Local level) based at the Baghdad International Airport and five Movement Control Assistants (2 Field Service, 3 Local level) in the Baghdad International Zone.

193. In Kuwait the Section will be supported by two Air Operations Assistants (Local level) and three Movement Control Assistants (Local level).

194. In Erbil the Technical Compliance and Quality Assurance Unit will comprise one Air Operations Officer (P-2) and one Air Operations Assistant (Field Service). An Air Movement Detachment will be headed by one Movement Control Assistant (Field Service), supported by one Movement Control Assistant (Field Service), four other Movement Control Assistants (Local level) and one Air Operations Assistant (Local level).

Organizational changes

195. Following the merger of the Movement Control Section into the Aviation and Movement Control Section, it is proposed that 1 position of Movement Control Officer (Field Service) and 17 positions of Movement Control Assistant (5 Field Service, 12 Local level) be redeployed from the Movement Control Section.

196. Owing to improved efficiency resulting from the relocation and centralization of management and operations planning functions from Erbil to the Baghdad International Airport, it is proposed that one position of Air Operations Manager (P-3) and one position of Air Operations Assistant (Field Service) be abolished.

197. In order to build local capacity, it is proposed that one position of Air Operations Officer be reclassified from Field Service to National Professional Officer.

Movement Control Section

International positions: Outward redeployment of 6 positions (Field Service) to the Aviation and Movement Control Section

National positions: Outward redeployment of 12 positions (Local level) to the Aviation and Movement Control Section

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	–	–	–	–	6	–	6	–	12	–	18
Proposed 2016	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	–	–	–	–	–	(6)	–	(6)	–	(12)	–	(18)

198. The plan included in the 2015 budget proposal to separate the air operations and movement control components of the Aviation Section was discontinued. Consequently, in 2016 the Movement Control Section will be merged into the Aviation and Movement Control Section.

Organizational changes

199. Following the merger of the Movement Control Section into the Aviation and Movement Control Section, it is proposed that one position of Movement Control Officer (Field Service) and 17 positions of Movement Control Assistant (5 Field Service, 12 Local level) be redeployed to the Aviation and Movement Control Section.

Geospatial, Information and Telecommunications Technology Section

International positions: Abolition of 1 position (Field Service)

National positions: *Abolition of 4 positions (1 National Professional Officer, 3 Local level)*

Inward redeployment of 2 positions (1 National Professional Officer, 1 Local level) from the Joint Analysis Unit

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Field Security Service*	*General Service*	***Total international***	*National Professional Officer*	*Local level*	*United Nations Volunteers*	***Total***
Approved 2015	–	–	–	–	–	1	2	–	**3**	12	–	**15**	3	31	–	**49**
Proposed 2016	–	–	–	–	–	1	2	–	**3**	11	–	**14**	3	29	–	**46**
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	**(2)**	–	**(3)**

200. In 2016 the Geographic Information System Unit will be part of the Information and Telecommunications Technology Services to enhance efficiencies by bringing technology together under one section. The proposed new Geospatial, Information and Telecommunications Technology Section will be responsible for the planning, installation and maintenance of all geospatial, information technology and telecommunications infrastructure and systems in the Mission area.

201. The Section will be headed by the Chief of Geospatial, Information and Telecommunications Technology (P-4), based in Baghdad, supported by one Information Technology Officer (P-3), two Telecommunications Officers (1 Field Service, 1 National Professional Officer), one Geographic Information System Officer (National Professional Officer), three Information and Technology Assistants (Field Service), seven Information Technology Technicians (Local level), one Telecommunications Assistant (Field Service), three Telecommunications Technicians (Local level) and one Geographic Information System Assistant (Local level).

202. The Section at the Baghdad International Airport will be supported by one Information Technology Assistant (Field Service), one Telecommunications Assistant (Field Service) and one Telecommunications Technician (Local level).

203. The Section in Kuwait will be supported by one Information Technology Officer (Field Service), one Telecommunications Assistant (Field Service), five Information Technology Assistants (Local level) and two Telecommunications Technicians (Local level).

204. The Section in Erbil will be supported by two Information Technology Officers (1 P-3, 1 National Professional Officer), three Telecommunications Technicians (Local level) and four Information Technology Assistants (Local level).

205. The Section in Kirkuk will be supported by one Telecommunications Technician (Field Service) and two Information Technology Assistants (Local level).

206. The Section in Basra will be supported by two Information Technology Assistants (1 Field Service, 1 Local level).

Organizational changes

207. In line with the restructuring of Mission Support, it is proposed that one position of Information Technology Assistant (Field Service) be abolished in Kuwait, one position of Budget Officer (National Professional Officer) be abolished in Baghdad, one position of Information Technology Assistant (Local level) be abolished in Baghdad and one position of Telecommunications Technician (Local level) and one position of Billing Assistant (Local level) be abolished in Kuwait.

208. As the Geographic Information System Unit will now be part of the Geospatial, Information Technology and Telecommunications Section, it is proposed that one position of Geographic Information System Officer (National Professional Officer) and one position of Geographic Information System Assistant (Local level) be redeployed from the Joint Analysis Unit to the Geospatial, Information and Telecommunications Technology Section.

209. In line with the restructuring of the Section, the following changes are proposed in line with the needs of the Section:

(a) Redeployment of one position of Information Technology Assistant (Field Service) from Kuwait to Baghdad;

(b) Redeployment of one position of Information Technology Officer (National Professional Officer) from Baghdad to Erbil.

Kuwait Joint Support Office
Human Resources Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	1	–	2	2	–	4	–	13	–	17
Proposed 2016	–	–	–	–	–	1	1	–	2	2	–	4	–	13	–	17
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

210. The transactional human resources functions will be performed under the auspices of the Kuwait Joint Support Office, with the human resources units structured to incorporate functions and activities in line with the global field support strategy. The Human Resources Section will be headed by a Chief Human Resources Officer (P-4), supported by two Human Resources Officers (1 P-3, 1 Field Service) and 14 Human Resources Assistants (1 Field Service, 13 Local level).

Travel Unit

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Proposed 2016	–	–	–	–	–	–	–	–	–	1	–	1	–	2	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

211. The Travel Unit, under the Kuwait Joint Support Office, will be headed by one Chief Travel Officer (Field Service), supported by two Travel Assistants (Local level).

Finance Section

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Field Security Service	General Service	Total international	National Professional Officer	Local level	United Nations Volunteers	Total
Approved 2015	–	–	–	–	–	1	–	–	1	6	–	7	–	10	–	17
Proposed 2016	–	–	–	–	–	1	–	–	1	6	–	7	–	10	–	17
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

212. The Finance Section in the Kuwait Joint Support Office will ensure accurate and complete accounting, reporting and internal financial controls; reconcile bank accounts against ledger accounts; exercise delegated authority from the Assistant Secretary-General, Controller, to approve and disburse the Mission's payments in a timely settlement of vendors' invoices; settle staff members' travel claims; and process national and international staff payroll. It will be headed by a Chief Finance Officer (P-4), supported by 3 Finance Officers (Field Service) and 13 Finance Assistants (3 Field Service, 10 Local level).

IV. Analysis of resource requirements

Table 6
Detailed cost estimates
(Thousands of United States dollars)

	2014-2015			*2016*			
Category of expenditure	*Appropriation* (1)	*Estimated expenditure* (2)	*Variance* (3)=(1)-(2)	*Total* (4)	*Non-recurrent* (5)	*Total 2015* (6)	*Variance 2014-2015* (7)=(4)-(6)
I. Military and police personnel							
Military observers	453.5	114.5	339.0	–	–	144.3	(144.3)
Military contingents	15 218.0	14 414.4	803.6	8 581.4	–	8 377.7	203.7
Civilian police	286.0	88.3	197.7	–	–	91.4	(91.4)
Total, category I	**15 957.5**	**14 617.2**	**1 340.3**	**8 581.4**	**–**	**8 613.4**	**(32.0)**
II. Civilian personnel							
International staff	121 661.5	129 545.4	(7 883.9)	61 504.1	–	60 404.2	1 099.9
National staff	42 752.7	34 106.7	8 646.0	18 789.7	–	19 735.1	(945.4)
Total, category II	**164 414.2**	**163 652.1**	**762.1**	**80 293.8**	**–**	**80 139.3**	**154.5**
III. Operational costs							
Consultants	766.3	705.9	60.4	227.6	–	508.4	(280.8)
Official travel	3 561.7	7 640.8	(4 079.1)	1 718.0	–	1 979.4	(261.4)
Facilities and infrastructure	17 536.9	16 766.7	770.2	10 288.3	465.4	11 615.6	(1 327.3)
Ground transportation	2 540.5	1 286.6	1 253.9	1 047.3	16.0	1 163.3	(116.0)
Air transportation	26 301.0	25 212.2	1 088.8	6 309.7	–	19 032.6	(12 722.9)
Communications	9 632.4	9 756.9	(124.5)	5 448.4	1 940.4	5 770.1	(321.7)
Information technology	3 875.3	3 172.2	703.1	1 977.5	460.7	2 049.3	(71.8)
Medical	1 139.6	717.3	422.3	502.2	–	694.1	(191.9)
Other supplies, services and equipment	15 450.0	15 438.0	12.0	3 702.5	–	4 591.3	(888.8)
Total, category III	**80 803.7**	**80 696.6**	**107.1**	**31 221.5**	**2 882.5**	**47 404.1**	**(16 182.6)**
Total (net requirements)	**261 175.4**	**258 965.9**	**2 209.5**	**120 096.7**	**2 882.5**	**136 156.8**	**(16 060.1)**

A. Military and police personnel

($8,581,400)

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Military observers	453.5	114.5	339.0	–	144.3	(144.3)

213. In line with the recommendations of the strategic assessment mission to Iraq, it has been determined that the functions related to the rule of law will be best implemented by specialized agencies, such as UNDP, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and members of the United Nations country team. Accordingly, there will be no deployment of military advisers in 2016.

214. The anticipated unencumbered balance in 2014-2015 is due to an actual average deployment in 2014 of two military advisers against a budgeted strength of seven and an actual average deployment in 2015 of one military adviser for three months, while the 2015 budget was based on two military advisers deployed for 12 months each.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Military contingents	15 218.0	14 414.4	803.6	8 581.4	8 377.7	203.7

215. The amount of $8,581,400 would provide for the deployment of an average authorized strength of 245 United Nations guard units and cover:

(a) Standard troop cost reimbursement at the established standard rate of $1,332 per person-month until 30 June and $1,365 per person-month starting on 1 July for all troops ($3,964,600);

(b) Emplacement and repatriation travel, estimated at $4,400 per round trip for 168 Fijian guards and $2,400 per round trip for 77 Nepalese guards ($924,000);

(c) Recreational leave allowance, based on a standard rate of $10.50 per day for 15 days, payable twice a year for 245 guard units ($77,200);

(d) Daily allowance, based on a standard rate of $1.28 per day for 89,670 person-days ($114,800);

(e) Death and disability compensation, based on a standard rate applicable to military strength between 101 and 1,000 troops ($98,000);

(f) Logistics/life support services for meals and water in Baghdad, at the Baghdad International Airport and in Kirkuk, and for water in Erbil ($2,862,600);

(g) Contingent-owned equipment, reimbursement for major equipment brought by the respective contingent on a wet-lease basis, in line with the respective memorandum of understanding ($8,300);

(h) Freight and deployment of contingency-owned equipment to cover the cost of air cargo and unaccompanied luggage, based on the existing contract ($531,900).

216. The variance between the 2016 requirements and the 2015 approved budget is due to the increase in the standard troop cost reimbursement rate as of 1 July 2016, to an increase in the cost of aeroplane tickets from Fiji and to a slight increase in the cost of meals and water.

217. The anticipated unencumbered balance in 2014-2015 is due to the reduction of the number of troops from 272 to 245 in October 2014 and to reduced requirements under freight, owing to fewer movements of contingency-owned equipment, and under rations, owing to the cost of meals being lower than budgeted.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
United Nations police	286.0	88.3	197.7	–	91.4	(91.4)

218. As mentioned earlier, in line with the recommendations of the strategic assessment mission to Iraq, it has been determined that the functions related to the rule of law will be best implemented by specialized agencies, such as UNDP, OHCHR and members of the United Nations country team. Accordingly, there will be no deployment of police advisers in 2016.

219. The anticipated unencumbered balance in 2014-2015 is due to an actual average deployment in 2014 of two police advisers against a budgeted strength of five and no deployment of police advisers in 2015 against a budgeted strength of one.

B. Civilian personnel

($80,293,800)

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
International staff	121 661.5	129 545.4	(7 883.9)	61 504.1	60 404.2	1 099.9

220. The amount of $61,504,200 would provide for salaries ($31,941,800) and common staff costs ($25,380,500) for a staffing complement of 356 international staff (146 Professional officers and 210 Field Service personnel), and danger pay allowance at the established monthly rate of $1,600 for an eligible staff strength of 297 ($4,181,800). A vacancy rate of 12 per cent has been applied in calculating the cost estimates for 2016.

221. The variance between the 2016 requirements and the 2015 approved budget reflects the provision at the actual average step in grade and dependency status of current incumbents, and a ratio of common staff cost calculated at a rate of 79.1 per cent of salary costs for 2016 based on expenditure experience, while it was estimated at 65.2 per cent of salaries in 2015.

222. The anticipated overrun in 2014-2015 is due mainly to higher expenditure for common staff costs associated with the relocation of staff within the Mission during the biennium owing to the security situation in Iraq.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
National staff	42 752.7	34 106.7	8 646.0	18 789.7	19 735.1	(945.4)

223. The amount of $18,789,700 would provide for salaries ($13,805,200) and common staff costs ($3,259,300) for a staffing complement of 523 national staff members (116 National Professional Officers and 407 Local level personnel); danger pay allowance for 88 National Professional Officers and 252 Local level staff members at a rate of $585 per month ($1,650,200); and estimated overtime charges ($75,000). In calculating the cost estimates for 2016, vacancy rates of 20 per cent and 16 per cent have been applied for National Professional Officers and Local level staff members, respectively.

224. The variance between the 2016 requirements and the 2015 approved budget is due mainly to the application of a higher vacancy rate of 20 per cent for National Professional Officers compared to a budgeted rate of 16 per cent in 2015 and of 16 per cent for Local level staff members compared to a budgeted rate of 13 per cent in 2015.

225. The anticipated unencumbered balance in 2014-2015 is due mainly to a projected vacancy rate for National Professional Officers of 24 per cent compared to the authorized rate of 16 per cent and a projected vacancy rate for Local level staff members of 18 per cent compared to the authorized rate of 13 per cent and to a reduction of the number of local staff members based in Kuwait, where the salaries for locally recruited staff are higher than in the other locations in the Mission.

C. Operational costs

($31,221,500)

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Consultants	766.3	705.9	60.4	227.6	508.4	(280.8)

226. The amount of $227,600 would provide for fees and travel expenses for consultancy services for: (a) national coexistence — mediation engagement support in political crisis to provide technical advice and support for the Mission's efforts to assist in solving the political crisis arising from the insurgency in the western governorates and minority disaffection (1 consultant for 6 months) ($27,200); (b) regional cooperation to provide technical advice and support for the Mission's efforts to normalize and improve Iraq's relations with its neighbours (1 consultant for 6 months) ($27,200); (c) national coexistence — inclusive political dialogue/ mediation support on consensus-building (1 consultant for 4 months) ($23,200); (d) national coexistence — elections engagement support in disputed internal boundaries in the Kirkuk election (1 consultant for 4 months) ($23,200); (e) national coexistence — disputed internal boundaries conflict analysis concerning confidence-building measures, including power-sharing arrangements (1 consultant for 4 months) ($23,200); (f) national coexistence — minorities (1 consultant for 4 months)

($23,200); (g) constitutional/legal engagement to advance the unfinished legislative agenda (1 consultant for 3 months) ($16,400); and missing Kuwaitis and property (1 consultant for 4 months) ($23,200). In addition, provision is made for consultants for training activities in both substantive, administrative and security areas ($40,800).

227. The variance between the 2016 requirements and the 2015 approved budget is due mainly to lower provisions for consultants on electoral matters and on information and analysis support owing to the difficulties in finding suitable consultants, and for training consultants, owing to the utilization of trainers from United Nations Headquarters rather than external consultants.

228. The anticipated unencumbered balance for 2014-2015 is due mainly to difficulties in finding suitable consultants, which led to non-utilization of budgeted consultancies in the areas of information analysis reporting, constitutional process and national coexistence.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Official travel	3 561.7	7 640.8	(4 079.1)	1 718.0	1 979.4	(261.4)

229. The amount of $1,718,000 would provide for the travel needs (airfare, daily subsistence allowance and terminal expenses) of the Special Representative of the Secretary-General to participate in meetings and consultations in New York, Europe and capitals in the Middle East ($228,500); the Office of the Chief of Staff ($37,200); the Joint Analysis Unit ($9,100); the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance ($31,600); the Electoral Assistance Office ($25,800); the Office of Political Affairs ($65,800); the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs ($61,200); the Human Rights Office ($12,900); the Public Information Office ($14,200); Mission Support ($176,600); and within-Mission travel for staff travelling to Iraq, Kuwait, Amman and the Islamic Republic of Iran ($292,100).

230. There is also a provision for travel to the United Nations Logistics Base at Brindisi, Italy, Entebbe, Uganda, the United Nations Interim Force in Lebanon, or other training locations for training courses in administrative matters, including Umoja, security and certain substantive areas (e.g., mediation, local governance, conflict resolution and negotiation), and in leadership, management and organizational development ($763,000).

231. The variance between the 2016 requirements and the 2015 approved budget mainly reflects the Mission's effort to undertake only essential trips for the performance of its functions, to utilize communications technology whenever possible and, in particular, to make increased use of online training.

232. The anticipated overrun in 2014-2015 is due mainly to the payment of daily subsistence allowance in relation to the relocation of staff from Iraq to Kuwait, Amman and Erbil as a result of the security situation in Iraq.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Facilities and infrastructure	17 536.9	16 766.7	770.2	10 288.3	11 615.6	(1 327.3)

233. The amount of $10,288,300 would provide for facilities and infrastructure, including:

(a) Acquisition and replacement of cooling equipment parts ($54,000);

(b) Acquisition of miscellaneous engineering supplies ($105,000);

(c) Acquisition of miscellaneous electrical equipment ($64,000);

(d) Acquisition and replacement of pumps ($6,500);

(e) Replacement of office equipment ($4,000);

(f) Replacement of security and safety equipment, such as arms and ammunition accessories, firefighting equipment, vehicle inspection mirrors and hand-held metal detectors ($231,900);

(g) Rental of premises in Amman, Tehran, Basra and Mission-wide conference facilities ($880,400);

(h) Utilities, such as water, electricity and water disposal services ($702,800);

(i) Various maintenance services for closed-circuit television systems, public address systems, photocopiers, access control systems, satellite services, maintenance service contracts for facilities, generators, plumbing, electrical, air conditioning and heating systems, water purification and waste treatment systems, and water testing services ($3,790,500);

(j) Security services and personnel, including 37 guards at a projected annual rate of $279,700 for Kuwait, 16 guards at a projected annual rate of $272,700 for Erbil and four explosive-detection dogs at a projected annual rate of $480,000 ($1,032,400);

(k) Alteration and renovation of UNAMI facilities, mainly for security enhancements in various UNAMI locations in Baghdad, Erbil and Kirkuk ($1,110,000);

(l) Stationery and office supplies based on a monthly rate of $29 per person for 627 personnel ($218,200);

(m) Spare parts and supplies for air conditioners, generators, wastewater and water supply treatment systems ($205,200);

(n) Field defence supplies, including camouflage netting to cover security post/checkpoints and observation towers; sand and sandbags to provide a shield at security establishments; metal profiles for miscellaneous security enhancement; and parts for vehicle crash barriers required for their smooth operation ($147,000);

(o) Generator fuel for an estimated consumption of 2,133,000 litres at an average cost of $1.00 per litre in Erbil, $0.75 per litre in the rest of Iraq and $0.40 per litre in Kuwait ($1,646,100);

(p) Sanitation and cleaning materials ($90,300).

234. The variance between the 2016 requirements and the 2015 approved budget is due mainly to reduced requirements for acquisition and replacement of furniture and equipment, as the Mission is extending the lifetime of furniture and equipment that is still in fairly good condition; reduced requirements for construction and alteration of premises, as significant construction and alteration work was proposed and completed in 2015; and reduced requirements for lubricants. This decrease is offset in part by the higher cost of maintenance services in line with the latest contractual arrangements and by the addition of two explosive-detection dogs.

235. The projected unencumbered balance for 2014-2015 is due mainly to the reduced consumption of generator fuel in Iraq as a result of the improved power supply and to reduced requirements for the acquisition and replacement of furniture and equipment, as the Mission is extending the lifetime of furniture and equipment that is still in fairly good condition.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Ground transportation	2 540.5	1 286.6	1 253.9	1 047.3	1 163.3	(116.0)

236. The amount of $1,047,300 would provide for:

(a) The acquisition of four workshop tools ($16,000);

(b) The cost for rental of three recovery trucks and three heavy cranes for 12 months and two trucks for 10 months ($57,700);

(c) Repair and maintenance services for vehicles ($241,300);

(d) Liability insurance requirements ($45,000) for worldwide insurance of 340 vehicles, 12 pieces of mobile equipment and non-self-propelled equipment ($42,600), and for local insurance of 20 vehicles ($2,400);

(e) Spare parts and supplies for vehicles in Baghdad, Erbil and Kuwait ($341,800);

(f) Petrol and diesel for an estimated 411,900 litres at an average cost of $0.839 per litre ($345,500).

237. The variance between the 2016 requirements and the 2015 approved budget is due mainly to a reduction in fuel consumption owing to the reduced commute for staff with the closure of the Tamimi compound and the relocation of most staff members to the D2 compound.

238. The projected unencumbered balance for 2014-2015 is due mainly to the reduction in fuel consumption owing to the restrictions in movement in Iraq as a result of the deteriorating security situation; to reduced use of spare parts owing to the underutilization of armoured vehicles in Baghdad in line with the relocation of

staff from Baghdad to Erbil in 2014-2015; and to the lower cost for the acquisition of a medium cargo truck.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Air transportation	26 301.0	25 212.2	1 088.8	6 309.7	19 032.6	(12 722.9)

239. The amount of $6,309,700 would provide for:

(a) The acquisition of air transportation equipment ($500);

(b) Satellite tracking charges ($3,200);

(c) Landing fees and ground handling charges ($220,400);

(d) Aircrew subsistence allowance ($11,000);

(e) Fuel requirements for two fixed-wing aircraft for an estimated consumption of 747,900 litres at $1.22 per litre ($912,400);

(f) Liability insurance for two fixed-wing aircraft ($16,600);

(g) Annual rental and operating costs of two fixed-wing aircraft ($5,145,600) for guaranteed fleet costs of $4,415,600 and usage estimated at $560 per flight-hour for a total of 1,300 flight-hours.

240. The variance between the 2016 requirements and the 2015 approved budget is due mainly to the discontinuation of the use of rotary-wing aircraft that are not suited to the security conditions on the ground, and to the related reduction in fuel and landing fees requirements.

241. The projected unencumbered balance for 2014-2015 is due mainly to the discontinuation of the use of rotary-wing aircraft in 2015 that are not suited to the security conditions on the ground and to the related reduction in fuel requirements, offset in part by increased requirements for fixed-wing aircraft with the chartering of a second Learjet from August 2014 to April 2015, and to the chartering of additional aircraft in 2014 for the evacuation of staff from Baghdad owing to the deteriorating security situation.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Communications	9 632.4	9 756.9	(124.5)	5 448.4	5 770.1	(321.7)

242. The amount of $5,448,400 would provide for:

(a) The acquisition and replacement of: VHF/UHF equipment for the enhancement of the radio network infrastructure in Kurdistan; satellite equipment for the upgrade of the Mission very small aperture terminal (VSAT) to L-Band to improve access to Umoja; telephone equipment to achieve a higher bandwidth capacity for the VSAT network in Baghdad and Erbil; miscellaneous communications equipment; and 33 electronic countermeasure units resulting from

the migration from 2G to 3G to combat the evolution of improvised explosive devices ($1,940,400);

(b) Commercial communications, including satellite transponder lease charges, Internet connectivity charges, fibre-optic backbone and leased-line charges in Iraq, European redundant VSAT Internet charges, lines to the United Nations Logistics Base at Brindisi, Italy, connectivity to Valencia, Spain, satellite, mobile and landline phone charges, and vehicle tracking system service charges ($2,430,900);

(c) Maintenance of equipment and communications support services, including video teleconferencing charges, Cisco advance services, communications manager upgrade and licensing, local technician services, fibre cabling/networking services, Motorola advance services and wired and wireless charges at $25 per year per internal telephone extension ($729,500);

(d) Communications spare parts and consumables, budgeted at 0.8 per cent of communications inventory value ($100,500);

(e) Public information services, such as public outreach events and advocacy activities, production of public information and promotional materials, and television production and broadcasting services ($174,900);

(f) Supplies and maintenance to cover costs of domain hosting and backup of the domain site ($300);

(g) Subscriptions to international and local newspapers, television and radio newscasts, BBC online access and monitoring, and advertising services ($71,900).

243. The variance between the 2016 requirements and the 2015 approved budget is due mainly to lower requirements for commercial communications and commercial support services owing to lower rates for VSAT Internet, the vehicle tracking system, Internet connectivity and video teleconferencing, offset in part by increased requirements for the continued replacement of electronic countermeasure equipment.

244. The projected overrun for 2014-2015 is due mainly to the acquisition of additional electronic countermeasure equipment. It was offset in part by reduced video teleconferencing charges and lower maintenance costs for fibre cabling/networking services, as well as a reduction in the production of promotional materials and fewer public outreach events as a result of the deterioration of the security situation in Iraq.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Information technology	3 875.3	3 172.2	703.1	1 977.5	2 049.3	(71.8)

245. The amount of $1,977,500 would provide for:

(a) The replacement of desktop and laptop computers, monitors, servers, network switches and routers, network firewalls and miscellaneous equipment ($460,700);

(b) Acquisition of software packages, licences, fees and rental of software, including the renewal of licences for the existing software, acquisition of engineering and geographic information system software and centrally managed information technology licences based on a yearly fee of $310 per workstation ($567,300);

(c) Centralized information technology support services and data storage ($737,200);

(d) The cost of information technology spare parts and consumables, budgeted at 2.5 per cent of information technology inventory value ($212,300).

246. The variance between the 2016 requirements and the 2015 approved budget is due mainly to the reduction in information technology support services attributable to the reduction in the number of units covered, as the staffing level is decreasing, and to lower rates for the renewal of licences.

247. The projected unencumbered balance for 2014-2015 is due mainly to fewer acquisitions of network switches and routers and to lower rates for the renewal of licences.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Medical	1 139.6	717.3	422.3	502.2	694.1	(191.9)

248. The amount of $502,200 would provide for medical services, including medical evacuations, for the hospitalization of military personnel in non-Mission hospitals ($252,200) and for the acquisition of medical drugs and medical consumables ($250,000).

249. The variance between the 2016 requirements and the 2015 approved budget is due mainly to the reduction in medical consumables owing to the closure of one clinic in the former Tamimi compound and is in line with the pattern of expenditure.

250. The projected unencumbered balance for 2014-2015 is due mainly to the non-acquisition of one digital X-ray machine for the UNAMI level I clinic in Baghdad and to lower than budgeted costs for medical drugs and consumables.

	Appropriation 2014-2015	*Estimated expenditure 2014-2015*	*Variance under- (over-) expenditure*	*Total requirements 2016*	*Total requirements 2015*	*Variance 2015-2016*
Other supplies, services and equipment	15 450.0	15 438.0	12.0	3 702.5	4 591.3	(888.8)

251. The amount of $3,702,500 would provide for:

(a) Welfare costs for United Nations guard units and civilian staff ($64,000);

(b) Uniforms for 50 security personnel and accoutrements for 245 United Nations guard units, including related freight ($74,600);

(c) Personal protective gear, including body armour and helmets ($20,600);

(d) Training supplies and fees for various in-house training sessions, security induction training, other security-related training, technical and administrative training courses in aviation, information technology, procurement, engineering, transport and human resources, and training in substantive areas, such as disaster risk reduction, gender mainstreaming, conflict analysis for peacebuilding and prevention, and the facilitation of dialogue process ($496,600);

(e) Other services, such as cleaning and janitorial services, laundry services and garbage collection ($2,404,000);

(f) Hospitality ($50,000); general insurance ($50,000); bank charges ($60,000); miscellaneous claims ($8,900); freight-related costs ($128,000); and bottled water ($345,800).

252. The variance between the 2016 requirements and the 2015 approved budget is due mainly to the lower requirement for freight services, attributable primarily to changes in the supply line from Kuwait to Erbil, and to lower training fees, as security training is now conducted in-house.

253. The projected unencumbered balance for 2014-2015 reflects lower expenditure for training fees as a result of the provision of in-house training when possible, rather than external training.

V. Status of the planned renovation project for an integrated headquarters compound in Baghdad

254. The Trust Fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies operating in Iraq.

255. In 2014 it was planned to upgrade the sewage system, provide structural repairs and waterproofing of the Hammurabi Building, upgrade the electrical power system and security lighting, rehabilitate the existing D2 villa and upgrade and install a fire alarm and detection system. The upgrading of the sewage system and installation of the additional wastewater treatment plant was completed in 2014. The provision of recreational facilities, the repair and waterproofing of the Hammurabi Building, the conversion of villas to duplex units and the conversion of two office buildings to accommodation units was completed in the first half of 2015.

256. The construction of two single-storey hard-structure accommodation buildings and of accommodation units in two two-storey buildings, which include a basement as a safe haven, are expected to yield an additional 102 units, increasing the accommodations in the compound from 112 spaces in January 2015 to 269 spaces. The work is expected to be finished by June 2016.

257. Other projects, including the upgrading of the electrical system and security lighting, the auditorium and the fire alarm and detection system remain in the planning stages. The fire alarm and detection system, needed to be redesigned owing to changes in the design and expansion of the Integrated Compound.

Annex I

Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Report of the Advisory Committee on Administrative and Budgetary Questions on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council

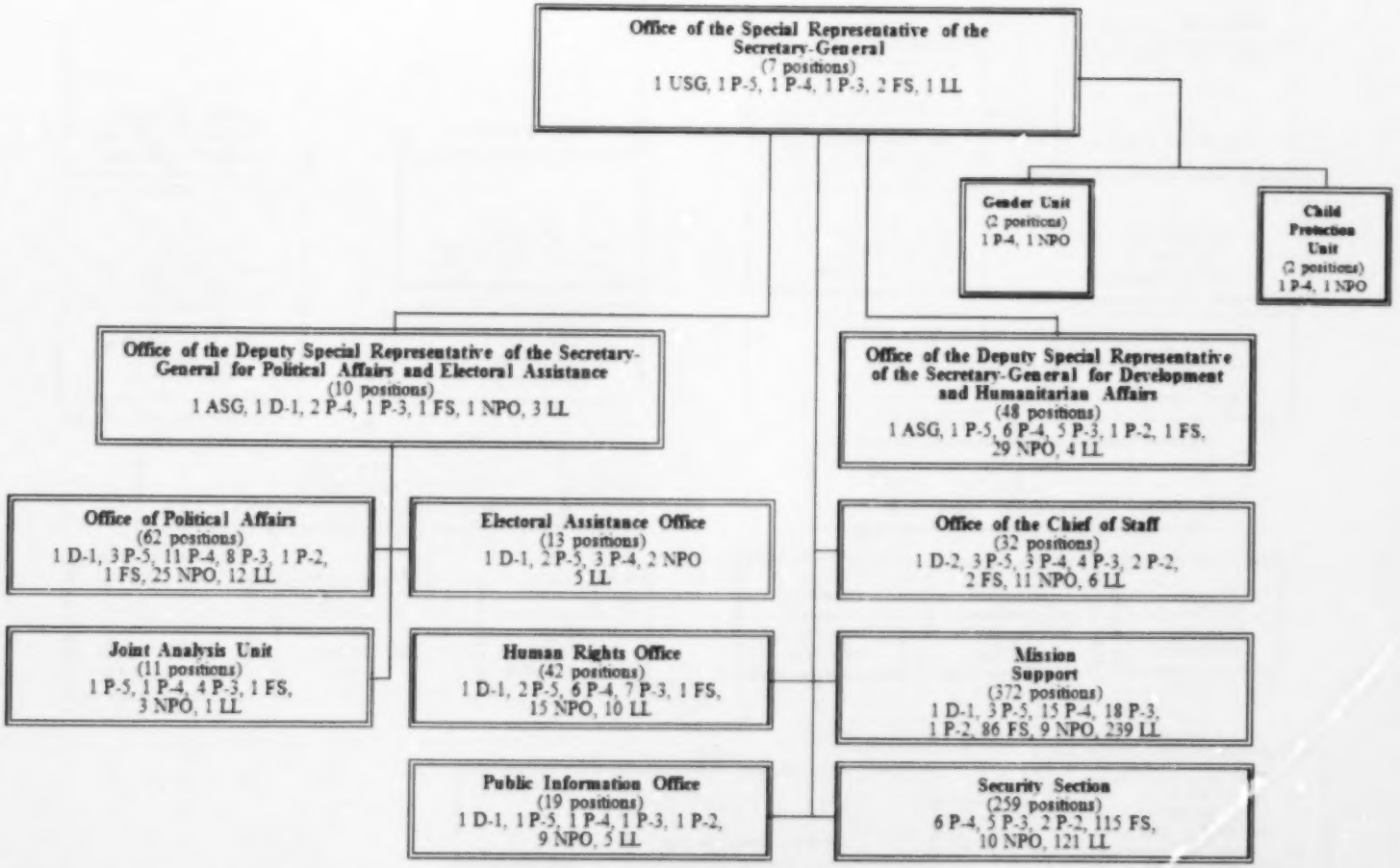
(A/69/628)

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee is not convinced that there is an operational need to fill the above-noted and other proposed positions with international staff and believes that many of those functions should be performed using existing trained national staff. The Committee recommends that the General Assembly encourage the Secretary-General to undertake more robust efforts to strengthen the national staffing component, whenever appropriate, by nationalizing positions, considering the availability of qualified individuals in the local labour market. In this connection, the Committee reiterates its comments made in its report on observations and recommendations on cross-cutting issues related to peacekeeping operations, in which it expressed its support for the nationalization of posts and positions, whenever possible, in particular in terms of building local capacity within mission areas (A/68/782, para. 91). (para. 197)	Eight positions were nationalized in 2015 (2 P-3, 6 Field Service). In 2016 UNAMI is proposing to further nationalize four positions (1 P-3, 3 Field Service).
With regard to the proposed reprofiling and consolidation of offices and functions, including the proposed Central Warehouse Section, the Advisory Committee trusts that the resulting synergies would be evident within the year, realized through the effective utilization of approved staffing resources, especially at the national level. The Committee looks forward to an update on progress made and measurable efficiencies achieved in connection with the proposed budget for UNAMI for 2016. (para. 199)	The Mission Support component has been reviewed, realigned and consolidated, resulting in the nationalization of two international positions (1 P-3, 1 Field Service) and the abolition of 18 positions (1 P-3, 3 Field Service, 1 National Professional Officer, 13 Local level).

Annex II

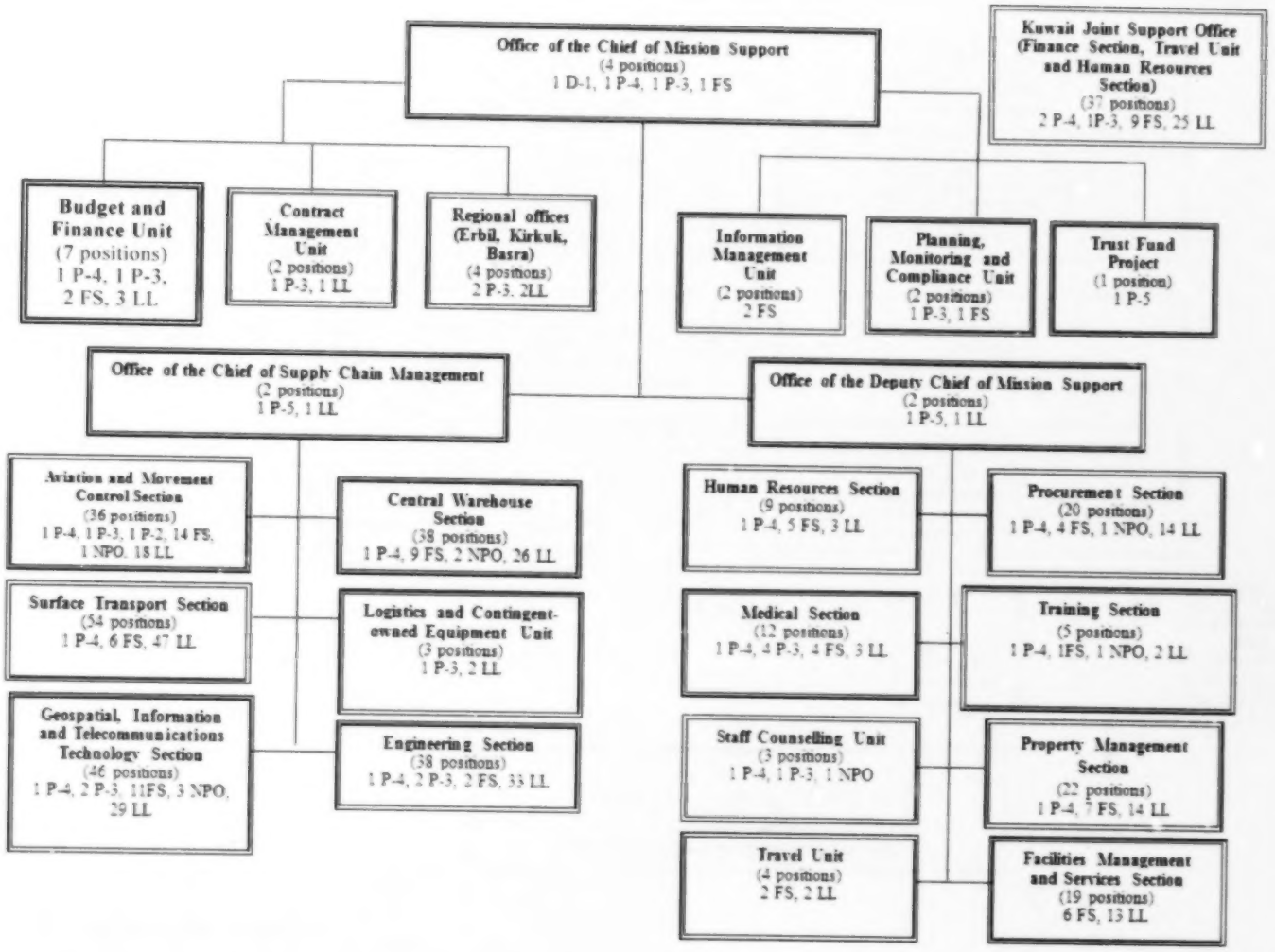
Organization charts for 2016

A. Substantive offices


Office of the Special Representative of the Secretary-General
(7 positions)
1 USG, 1 P-5, 1 P-4, 1 P-3, 2 FS, 1 LL
Gender Unit
(2 positions)
1 P-4, 1 NPO
Child Protection Unit
(2 positions)
1 P-4, 1 NPO
Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance
(10 positions)
1 ASG, 1 D-1, 2 P-4, 1 P-3, 1 FS, 1 NPO, 3 LL
Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs
(48 positions)
1 ASG, 1 P-5, 6 P-4, 5 P-3, 1 P-2, 1 FS, 29 NPO, 4 LL
Office of Political Affairs
(62 positions)
1 D-1, 3 P-5, 11 P-4, 8 P-3, 1 P-2, 1 FS, 25 NPO, 12 LL
Electoral Assistance Office
(13 positions)
1 D-1, 2 P-5, 3 P-4, 2 NPO 5 LL
Office of the Chief of Staff
(32 positions)
1 D-2, 3 P-5, 3 P-4, 4 P-3, 2 P-2, 2 FS, 11 NPO, 6 LL
Joint Analysis Unit
(11 positions)
1 P-5, 1 P-4, 4 P-3, 1 FS, 3 NPO, 1 LL
Human Rights Office
(42 positions)
1 D-1, 2 P-5, 6 P-4, 7 P-3, 1 FS, 15 NPO, 10 LL
Mission Support
(372 positions)
1 D-1, 3 P-5, 15 P-4, 18 P-3, 1 P-2, 86 FS, 9 NPO, 239 LL
Public Information Office
(19 positions)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 P-2, 9 NPO, 5 LL
Security Section
(259 positions)
6 P-4, 5 P-3, 2 P-2, 115 FS, 10 NPO, 121 LL

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

B. Administrative Offices


Office of the Chief of Mission Support
(4 positions)
1 D-1, 1 P-4, 1 P-3, 1 FS
Kuwait Joint Support Office (Finance Section, Travel Unit and Human Resources Section)
(37 positions)
2 P-4, 1P-3, 9 FS, 25 LL
Budget and Finance Unit
(7 positions)
1 P-4, 1 P-3, 2 FS, 3 LL
Contract Management Unit
(2 positions)
1 P-3, 1 LL
Regional offices (Erbil, Kirkuk, Basra)
(4 positions)
2 P-3, 2LL
Information Management Unit
(2 positions)
2 FS
Planning, Monitoring and Compliance Unit
(2 positions)
1 P-3, 1 FS
Trust Fund Project
(1 position)
1 P-5
Office of the Chief of Supply Chain Management
(2 positions)
1 P-5, 1 LL
Office of the Deputy Chief of Mission Support
(2 positions)
1 P-5, 1 LL
Aviation and Movement Control Section
(36 positions)
1 P-4, 1 P-3, 1 P-2, 14 FS, 1 NPO, 18 LL
Central Warehouse Section
(38 positions)
1 P-4, 9 FS, 2 NPO, 26 LL
Surface Transport Section
(54 positions)
1 P-4, 6 FS, 47 LL
Logistics and Contingent-owned Equipment Unit
(3 positions)
1 P-3, 2 LL
Geospatial, Information and Telecommunications Technology Section
(46 positions)
1 P-4, 2 P-3, 11FS, 3 NPO, 29 LL
Engineering Section
(38 positions)
1 P-4, 2 P-3, 2 FS, 33 LL
Human Resources Section
(9 positions)
1 P-4, 5 FS, 3 LL
Procurement Section
(20 positions)
1 P-4, 4 FS, 1 NPO, 14 LL
Medical Section
(12 positions)
1 P-4, 4 P-3, 4 FS, 3 LL
Training Section
(5 positions)
1 P-4, 1FS, 1 NPO, 2 LL
Staff Counselling Unit
(3 positions)
1 P-4, 1 P-3, 1 NPO
Property Management Section
(22 positions)
1 P-4, 7 FS, 14 LL
Travel Unit
(4 positions)
2 FS, 2 LL
Facilities Management and Services Section
(19 positions)
6 FS, 13 LL